Joint Publication 3-35

Joint Deployment and Redeployment Operations

31 March 2022

PREFACE

1. Scope

This publication provides fundamental principles and guidance to plan, execute, and assess deployment and redeployment operations.

2. Purpose

This publication has been prepared under the direction of the Chairman of the Joint Chiefs of Staff (CJCS). It sets forth joint doctrine to govern the activities and performance of the Armed Forces of the United States in joint operations, and it provides considerations for military interaction with governmental and nongovernmental agencies, multinational forces, and other interorganizational partners. It provides military guidance for the exercise of authority by combatant commanders and other joint force commanders (JFCs), and prescribes joint doctrine for operations and training. It provides military guidance for use by the Armed Forces of the United States in preparing and executing their plans and orders. It is not the intent of this publication to restrict the authority of the JFC from organizing the force and executing the mission in a manner the JFC deems most appropriate to ensure unity of effort in the achievement of objectives.

3. Application

a. Joint doctrine established in this publication applies to the Joint Staff, combatant commands, subordinate unified commands, joint task forces, subordinate components of these commands, the Services, the National Guard Bureau, and combat support agencies.

b. This doctrine constitutes official advice concerning the enclosed subject matter; however, the judgment of the commander is paramount in all situations.

c. If conflicts arise between the contents of this publication and the contents of Service publications, this publication will take precedence unless the CJCS, normally in coordination with the other members of the Joint Chiefs of Staff, has provided more current and specific guidance. Commanders of forces operating as part of a multinational (alliance or coalition) military command should follow multinational doctrine and procedures ratified by the United States. For doctrine and procedures not ratified by the United States, commanders should evaluate and follow the multinational command's doctrine and procedures, where applicable and consistent with US law, regulations, and doctrine.

For the Chairman of the Joint Chiefs of Staff:

STUART B. MUNSCH
Vice Admiral, USN
Director, Joint Force Development

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SUMMARY OF CHANGES
REVISION OF JOINT PUBLICATION 3-35
DATED 10 JANUARY 2018

- **Removes reference to Adaptive Planning and Execution.**
- **Incorporates United States Cyber Command and United States Space Command.**
- **Provides updated Figure I-3, The Strategic Mobility Triad.**
- **Incorporates current terminology consistent with Joint Publication 5-0, *Joint Planning*.**
- **Incorporates changes with Global Force Management Processes.**
- **Updates References.**
- **Updates Glossary.**

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- **Discusses deployment/redeployment planning and joint planning and execution.**
- **Describes predeployment and pre-redeployment activities.**
- **Discusses movement considerations, movement control, movement, force visibility, and redeployment.**
- **Presents principles and elements of joint reception, staging, onward movement, and integration.**

Overview

Introduction

The deployment and redeployment of US forces in support of combatant commander (CCDR) requirements are a series of operational events enabled by logistics. These activities are planned and executed by both the supported and supporting commands, Services, National Guard Bureau, and Department of Defense (DOD) agencies. The capability to deploy forces to the operational area (OA) and rapidly integrate them into the joint force, as directed by the joint force commander (JFC), is essential.

The joint planning and execution community (JPEC) process encompasses the full spectrum of military doctrine, organization, training, materiel, leadership and education, personnel, facilities, and policy used by the JPEC to monitor plan, execute, and assess the planning and execution functions associated with joint operations. This process integrates planning and execution activities

of the JPEC to meet national security objectives and facilitate the transition from planning to execution.

Global Force Management

Global force management (GFM) integrates complementary directed readiness, assignment, allocation, apportionment, and assessment processes into force-management and force-planning constructs to support the DOD strategic direction. GFM provides senior decision makers with a construct to assess impacts and risks associated with proposed changes to the force and how the force is used.

Joint Deployment and Redeployment Processes

The joint deployment and redeployment processes consist of four phases: planning; predeployment/pre-redeployment activities; movement; and joint reception, staging, onward movement, and integration (JRSOI).

Responsibilities

General

Clearly articulating responsibilities is the first step in fully synchronized and coordinated deployment operations.

Secretary of Defense

Title 10, United States Code (USC), authorizes Secretary of Defense (SecDef) to act as the principal assistant to the President in all matters relating to DOD. Under that authority, and with the authority of the President, SecDef provides directive authority to the CCDRs for the planning and execution of military operations, to include deployment and redeployment operations, as directed by the President.

Chairman of the Joint Chiefs of Staff

Per Title 10, USC, Section 153, the Chairman of the Joint Chiefs of Staff (CJCS) functions under the authority, direction, and control of the President and SecDef. The CJCS is the principal military advisor to the President, the National Security Council, the Homeland Security Council, and SecDef. The CJCS heads the Joint Chiefs of Staff but does not exercise military command over them or any of the Armed Forces of the United States.

Supported Combatant Commanders

Supported CCDRs are responsible for deployment and redeployment operations planned and executed during joint force missions. This responsibility includes identifying the movement, timing, and sequence of forces deploying and redeploying in the time-phased force and deployment data (TPFDD); reception and integration of these forces and materiel arriving in theater; and providing

assistance as required. Throughout this process, combatant commands (CCMDs) compile and report personnel accounting and strength by location.

Supporting Combatant Commands

Supporting CCMDs provide forces and other support as directed to a supported commander or one who develops a supporting plan. They incorporate integrated planning into their campaign planning across CCMDs, Services, and DOD agencies for designated plans as directed in the *Unified Command Plan;* contingency planning guidance; national defense strategy; national military strategy; and CJCS Instruction 3110.01, *(U) 2018 Joint Strategic Campaign Plan (JSCP).* Supporting CCDRs provide planning and assessment assistance to CCMDs to ensure the alignment and harmonization of campaign plans across areas of responsibility and functional areas.

Military Departments and National Guard Bureau

The Military Departments (MILDEPs) organize, train, supply, equip, maintain, mobilize, account for, and provide administrative and logistics support (including Service-organic transportation) for their respective forces. As force providers (FPs), the Secretaries of the MILDEPs coordinate directly with CCMDs, joint FPs, and the Joint Force Coordinator to develop recommended global sourcing solutions.

Department of Defense Agencies

DOD agencies include the defense agencies, DOD field activities, and other DOD components that are not in a MILDEP, CCMD, Office of the Secretary of Defense (OSD), or the Joint Staff but may provide force-sourcing solutions. Each DOD agency operates under the authority, direction, control, and supervision of SecDef, through a designated civilian officer within OSD or the CJCS. Combat support agencies are a subset of defense agencies assigned combat support or combat service support functions.

Other United States Government Departments and Agencies

Department of Homeland Security (DHS). DHS responsibilities include customs, aerial and seaport security, and infrastructure hardening and protection.

The DHS agencies that impact DOD deployment/redeployment include:

- **Federal Emergency Management Agency (FEMA).** FEMA coordinates the execution of emergency preparedness and response actions of

all United States Government departments and agencies.

- **United States Customs and Border Protection (CBP).** The Commissioner of CBP is responsible for maintaining surveillance of illegal goods entering the United States through Defense Transportation System (DTS) ports of debarkation (PODs).

- **United States Coast Guard (USCG).** As a law enforcement agency with primary responsibility for maritime security, the USCG is empowered with broad statutory authorities to ensure the safety and security of US ports and coastal areas and employs its legal authorities to provide waterside security for military outload operations in US seaports of embarkation (SPOEs). The USCG can also deploy adaptive force packages of littoral surface assets (e.g., patrol boats) and deployable specialized forces to be attached to CCMDs to ensure security, freedom of navigation, and safety for strategic sealift vessels transiting into seaports of debarkation (SPODs).

- **Department of Health and Human Services (DHHS).** During natural disasters or civil emergencies, DHHS assists FEMA and other national agencies in caring for the affected personnel. FEMA coordinates DHHS movement requirements and deployment and/or redeployment support.

Department of Transportation. During national defense emergencies, the Secretary of Transportation has a wide range of delegated responsibilities, including executive management of the nation's transportation resources in periods of crisis.

Department of State (DOS). DOS coordinates foreign country overflight and landing rights, diplomatic clearances, and visa and/or passport requirements for all deployment operations.

United States Postal Service. The United States Postal Service supports joint operations through movement of

essential military mail, including small Class IX repair parts.

Other Transportation Partners or Providers

The DTS relies heavily on the commercial transportation industry to perform a multitude of strategic and theater services during deployment operations in peacetime and war. These commercial source capabilities span all modes of transportation and may include the use of United States Transportation Command (USTRANSCOM)-contracted US or foreign commercial air and maritime assets, as well as host-nation support (HNS) within a joint operations area.

Planning

General

Deployment planning is initiated in plan development and continues to be developed and refined during execution. Deployment planning develops a distribution network to support the full range of activities for the movement of forces and materiel during deployment, sustainment, and redeployment and/or retrograde of an operation.

Considerations of Operational Requirements

When conducting deployment planning, the following operational requirements should be considered:

- Simultaneous Requirements.
- Existing Distribution Plans.
- Threat Environment.
- Communications Systems Supporting Visibility of Deployment Operations.
- Training.
- Infrastructure Assessment.
- HNS.
- Operational Contract Support.
- Seabasing.

Deployment/Redeployment Planning and Joint Planning and Execution

JPEC leverages a number of systems and processes. Information technology (IT) systems enable planner collaboration and access to shared authoritative data. Complementary systems in the planning process provide planners flexible analytical techniques for framing problems and logically developing plans or orders to accomplish missions and objectives, more specifically the deployment and redeployment operations.

Predeployment and Pre-Redeployment Activities

General

Predeployment is the second phase in the joint deployment and redeployment process. Predeployment activities are functions that planners and commanders must complete to successfully move to their designated port of embarkation (POE). A majority of these functions are performed at the unit level, linking the installation/base/unit deployment/redeployment efforts to the overall strategic movement.

Deployment Prepare the Force Activities

Select forces may deploy within hours or days from receipt of a deployment order, while other units may deploy on a timeline of days to several weeks. Regardless of the deployment timeline, myriad predeployment activities must be accomplished to deploy the force with their required equipment and supplies. These actions range from the strategic to the tactical level. At the strategic and operational levels, TPFDD sourcing/refinement and transportation feasibility may continue well into this phase. At the installation and unit level, activities range from personnel and equipment status confirmed and upgraded to conducting required training. Deployment timelines dictate available time to conduct prepare the force activities, which include activating deployment and command and control (C2) support organizations, conducting movement and support meetings, developing a unit deployment list, identifying shipping/handling requirements, and conducting required training.

Schedule Movement for Deployment

Movement scheduling is an iterative process done at every level of supported and supporting commands to transport, move, or deploy the right forces (unit-related personnel and equipment) and sustainment (non-unit-related personnel, supplies, and equipment) to the right place at the right time. Schedule movement consists of five activities:

- Receive strategic movement schedule.
- Receive/assess movement and lift schedule.
- Receive port calls.
- Confirm movement clearances.
- Build and publish schedule of events.

Assemble and Marshal Forces for Deployment

Assembly and marshalling involve bringing together personnel, supplies, and equipment in preparation for final movement to the POE. They comprise four activities:

- Assemble personnel and cargo.
- Conduct unit inspection, load equipment, and prepare.
- Sequence loads.
- Establish support organization at the POE.

Redeployment Prepare the Force Activities

A successful redeployment requires the planning and execution of "prepare the force" activities similar to those used in deployments. The execution of these pre-redeployment activities will not be identical to deployment activities due to the operational environment, available resources, and the force structure of the redeploying units. As such, procedures and unit-level activities may vary from those performed during a deployment, but these activities require detailed planning for a successful redeployment operation. Redeployment prepare the force activities also have a unique sixth activity: complete equipment and supply/materiel disposition actions. This activity is done only in the redeployment process and requires a detailed planning effort since this activity may significantly affect the amount of equipment that is redeployed.

Schedule Movement for Redeployment

The five schedule movement activities discussed for deployment are also applicable to redeployment. Normally, notional redeployment TPFDDs are developed during redeployment planning and updated and refined during execution as the redeployment window approaches. Redeploying forces are tailored and prioritized for redeployment based on the supported CCDR's intent expressed in the operation plan or redeployment plan.

Assemble and Marshal Forces for Redeployment

A successful redeployment also requires the planning and execution for all the assembling and marshalling forces activities. These redeployment activities are the same as those performed during deployment and may require additional time and locations. There is also an additional redeployment activity: prepare and conduct customs/agricultural inspections.

Movement

General

During the movement phase, validated TPFDD movement requirements developed during the planning phase and scheduled for movement during the predeployment activities phase are physically moved from origin to the designated aerial PODs/SPODs. The movement phase of the joint deployment and redeployment process includes self-deploying forces and forces requiring lift support and is composed of movement from origin to POE, POE operations, and movement from the POE to POD.

Movement Considerations

During deployment or redeployment, forces requiring movement comprise three general categories: self-deploying forces, forces requiring intertheater and intratheater common-user airlift support, and unit movements involving a combination of self-deployment and common-user airlift and sealift support.

Movement Control

Movement control involves planning, routing, scheduling, and controlling common-user assets and maintaining in-transit visibility (ITV) of forces and materiel moving through the deployment and redeployment processes. Successful employment of military forces depends on assured and timely deployment and support. Movement control coordinates transportation resources to enhance combat effectiveness and meet the deployment/redeployment and sustainment priorities of the supported CCDR.

Movement

Validated movement requirements developed during the deployment planning phase and scheduled for movement during predeployment activities phase are moved by some mode of transportation from point of origin to designated aerial ports of embarkation (APOEs)/SPOEs (when not co-located). The supported CCMD selects the APOE/SPOE as a part of the validation process in coordination with its components, USTRANSCOM, and FPs. Outside the Continental United States APOEs/SPOEs are selected by the supported CCMD in coordination with its components, FPs, and USTRANSCOM. Airlift and sealift schedules are prepared by USTRANSCOM and coordinated with the supported CCMD. Military Surface Deployment and Distribution Command provides call forward instructions to the base/installation transportation or traffic management offices using a port call file message for

deployment movements via sealift using procedures outlined in the Defense Transportation Regulation.

Force Visibility

The integrated use of C2 systems and IT makes force tracking through the deployment and redeployment processes possible. The key data that enable force tracking are the force tracking number, transportation tracking account number, and the unit line number. Visibility of deploying forces and materiel is established through the logistics management construct of asset visibility (AV) and the Global Combat Support System-Joint common operational picture. AV and control of deployment and redeployment processes are enabled through integration of the capabilities provided by automatic identification technology; ITV; and the information systems and decision support tools comprising the Integrated Data Environment/Global Transportation Network Convergence, Single Mobility System, and the Web Scheduling and Movement sub-system of Joint Operation Planning and Execution System (JOPES).

Redeployment

Movement in support of redeployment relocates forces to support a new mission in another OA or to return them to their home or demobilization station.

- **Requirements Validation.** Movement execution begins with validation of the movement requirements in JOPES.
- **Schedule Movement.** Movement scheduling is an iterative process conducted at every level of command with the objective of getting the right personnel, equipment, and materiel to the right place at the right time.
- **Redeployment movements** are governed by the supported CCDR's redeployment plan and policies and the theater movement control plan.

Joint Reception, Staging, Onward Movement, and Integration

General

The JRSOI phase of the deployment/redeployment process facilitates the transition between the execution functions of deployment and employment.

JRSOI is a set of dynamic and complex activities involving numerous organizations requiring training, continuous coordination, and collaboration. One common element of

JRSOI is a change in command relationship. During an initial deployment, responsibility for planning and executing JRSOI belongs to the supported CCDR. During redeployment, the responsibility for JRSOI operations is determined by the post-redeployment mission of the redeploying force (forces may be redeploying to a new OA or returning to home/demobilization station).

Segments of JRSOI. JRSOI is the essential process that transitions deploying or redeploying forces, consisting of personnel, equipment, and materiel, into forces capable of meeting the CCDR's operational requirements or returns them to their parent organization or Service. The four segments of JRSOI are:

- Reception
- Staging
- Onward Movement
- Integration

Principles of Joint Reception, Staging, Onward Movement, and Integration (JRSOI)

There are three overarching principles of JRSOI: unity of command, synchronization, and balance. These principles can assist commanders and their staffs in the planning and execution of JRSOI.

Elements of JRSOI

JRSOI relies on the essential elements of communications systems, force protection, and support organizations and structures to achieve unity of command, synchronization, and balance. These elements combine in various ways under differing circumstances to make the operations associated with JRSOI possible.

Reception

Reception is the process of receiving, off-loading, marshalling, and transporting of personnel, equipment, and materiel from strategic and/or intratheater deployment phase to a sea, air, or surface transportation POD to the marshalling area.

Reception begins with the arrival of deploying forces and equipment into an OA. During major strategic deployment, the preponderance of personnel arrive in-theater via intertheater airlift and most equipment and materiel arrives by strategic sealift. Exceptions to this rule include time-sensitive equipment such as C2 assets and other items identified as critical combat capabilities.

Staging

The activities associated with staging generally include assembling, temporary holding, and organizing of arriving personnel, equipment, and materiel into units and forces and preparing them for onward movement and employment by the JFC.

During staging, deploying forces have limited mission capability and may not be self-sustainable. The CCDR should provide facilities, sustainment, life support, and protection until deploying units regain their combat or mission capability. Redeployment back to home or demobilization station is largely a Service responsibility as forces and equipment are processed back into their respective Service and are reset.

Onward Movement

Onward movement is the process of moving forces and sustainment from reception facilities and marshalling or staging areas to tactical assembly areas or other operating areas. Rail, road, inland or coastal waterway, and/or air can be used to accomplish this movement, as may intra-theater lift. Challenges associated with onward movement during a deployment or redeployment to a new OA may include establishing distribution networks, limited line of communications (LOC) capacity, degraded LOC conditions, the potential for enemy interdiction, and reporting and movement control procedures. Onward movement during redeployment to home station or demobilization station is planned and executed by the owning Service and focuses on moving returning units from the POD.

Integration

During deployment or redeployment to a new OA, integration is the synchronized transfer of mission-ready forces and capabilities into the CCDR's force and, based on the complexity of the operation, may take hours or days to complete. The complexity and time required for integration depends on the size, contingency conditions, coordination and planning, C2 communications, and security available to manage the deploying or redeploying force. Integration is complete when the receiving commander establishes C2 over the arriving unit and the unit is capable of performing its assigned mission.

CONCLUSION

This publication provides fundamental principles and guidance to plan, execute, and assess deployment and redeployment operations.

CHAPTER I
OVERVIEW

1. Introduction

a. The United States employs the four instruments of national power (diplomatic, informational, military, and economic) to achieve national strategic objectives. The military instrument's role increases relative to the other instruments as the need to compel an adversary through force increases. National security threats continue to evolve and have become transregional, all-domain, and multifunctional. These factors have eroded the US competitive military advantage. Success of the US warfighting capability is the ability of joint forces to integrate capabilities across multiple domains throughout the operational environment (OE) to create military advantage. To meet these challenges, the joint force must globally integrate at the right place, at the right time, and with the appropriate force. Military efforts focus on fielding modular, adaptive forces that can be employed across the competition continuum.

b. Global integration is the arrangement of cohesive military actions in time, space, and purpose, executed as a whole to address the growing demand of forces in a transregional, all-domain, and multifunctional environment. The execution of globally integrated operations relies on the ability to quickly form, adapt, dissolve, and reform forces to meet current threats. This overarching effort is synchronized by the Chairman of the Joint Chiefs of Staff (CJCS) through the national military strategy (NMS) and Chairman of the Joint Chiefs of Staff Instruction (CJCSI) 3110.01, *(U) 2018 Joint Strategic Campaign Plan (JSCP)* [short title: JSCP].

See Joint Publication (JP) 1, Volume 1, Joint Warfighting, *for a more in-depth discussion of global integration.*

c. The deployment and redeployment of US forces in support of combatant commander (CCDR) requirements are a series of operational events enabled by logistics. These activities are planned and executed by both the supported and supporting commands, Services, National Guard Bureau (NGB), and Department of Defense (DOD) agencies. The capability to deploy forces to the operational area (OA) and rapidly integrate them into the joint force, as directed by the joint force commander (JFC), is essential. Mission requirements determine the scope, duration, and scale of deployment and redeployment operations. These operations involve the integrated complementary efforts of numerous commands, Services, agencies, and processes, and, as such, unity of effort is required for effective and efficient mission accomplishment.

d. The joint planning and execution process encompasses the full spectrum of military doctrine, organization, training, materiel, leadership and education, personnel, facilities, and policy used by the joint planning and execution community (JPEC) to monitor plan, execute, and assess the planning and execution functions associated with joint operations. This process integrates planning and execution activities of the JPEC to meet national security objectives and facilitate the transition from planning to execution. The planning

and execution process provides situational awareness for the entire chain of command, including the President and Secretary of Defense (SecDef), facilitating informed decisions on how, when, and where to employ the military.

e. The military planning and execution process depicted in Figure I-1 is composed of four operational activities (situational awareness, planning, execution, and assessment) that provide an operating framework for one or more planning or execution efforts. The

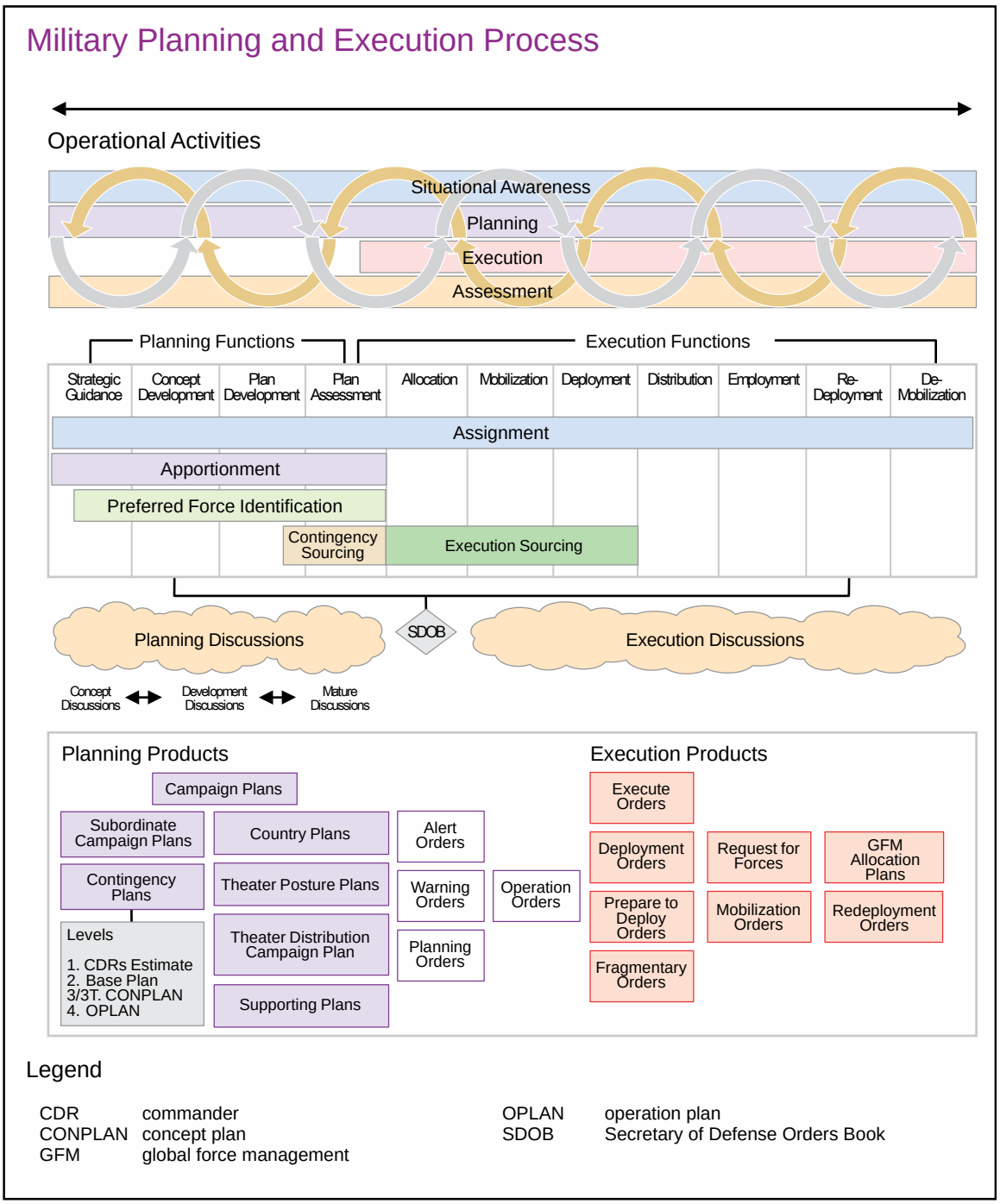

Figure I-1. Military Planning and Execution Process

operational activities support decision making at all levels of leadership and are used for planning and executing military operations.

2. Global Force Management

a. Global force management (GFM) integrates complementary directed readiness, assignment, allocation, apportionment, and assessment processes into force-management and force-planning constructs to support the DOD strategic direction. GFM provides senior decision makers with a construct to assess impacts and risks associated with proposed changes to the force and how the force is used. GFM is the means for SecDef to strategically manage the employment of the force among CCDRs. The *Global Force Management Implementation Guidance* (GFMIG) provides SecDef guidance on the GFM processes to ensure unity of effort and seamless flow of the GFM processes.

(1) **Directed Readiness.** The directed readiness tables contain SecDef direction to DOD prescribing the capacity of specified types of forces required to be ready and available to further objectives within a fiscal year.

(2) **Assignment.** Assignment is the mechanism specified in Title 10, United States Code (USC), Section 162, for SecDef to distribute forces to the combatant commands (CCMDs) and the United States Element, North American Aerospace Defense Command (USELEMNORAD) to accomplish directed missions. SecDef promulgates this direction via the *Forces For Unified Commands Memorandum* with attached assignment tables. The Secretaries of the Military Departments (MILDEPs) identify the actual units to satisfy SecDef's direction in the assignment tables. Those forces, henceforth, become "assigned" to that CCMD and the CCDR exercises combatant command (command authority) over them. The command relationships with assigned forces are enduring until the assignment is changed.

(3) **Allocation.** Allocation is the mechanism specified in Title 10, USC, Section 162, for SecDef to temporarily adjust the distribution of forces among the CCMDs and USELEMNORAD to accomplish directed missions. SecDef has the authority to allocate forces between CCMDs. The allocation process temporarily adjusts the distribution of forces among the CCMDs to meet force requirements in support of current operations and campaign plans to mitigate near-term military and strategic risk. SecDef decisions to allocate forces are ordered via CJCS deployment order (DEPORD) known as the Global Force Management Allocation Plan (GFMAP) and its associated annexes, as well as periodic modifications to the annual base plan. CCDRs usually exercise operational control (OPCON) over allocated forces; however, SecDef specifies the command relationship the gaining CCDR exercises and the losing CCDR relinquishes.

(4) **Apportionment.** Apportionment is the quantity of forces provided for planning purposes only but not necessarily an identification of the actual forces that may be allocated for use when a plan transitions to execution. These quantities are updated quarterly in the apportionment tables and shape CCDR resource-informed planning. Apportionment is dependent on the number of operational forces, the readiness and

availability of the forces, and the number of forces employed globally and serves as the starting point for planning.

(5) **Assessment.** An ongoing, continuous evaluation of force providers (FPs) and joint force providers (JFPs) inventory and force generation capability to meet the global demands as determined by the national defense strategy (NDS).

Further discussion of the GFM processes can be found in the GFMIG; *Chairman of the Joint Chiefs of Staff Manual (CJCSM) 3130.06,* Global Force Management Allocation Policies and Procedures; *CJCSM 3122.02,* Joint Operation Planning and Execution System (JOPES) Volume III (Time-Phased Force and Deployment Data Development and Deployment Execution); *CJCS Guide 3130,* Adaptive Planning and Execution Overview and Policy Framework; *and JP 5-0,* Joint Planning.

b. **Force Sourcing.** Within GFM, there are three levels of matching forces to requirements, depending upon the end state required preferred force identification, contingency sourcing, and execution sourcing.

(1) **Preferred Force Identification.** Preferred forces are forces that are identified as planning assumptions by the supported CCDR to continue employment, sustainment, and transportation planning and to assess risk. Preferred force identification is a planning assumption only and does not indicate that these forces will be execution sourced.

(2) **Contingency Sourcing.** Contingency-sourced forces are identified by the Joint Force Coordinator, JFPs, and FPs that meet the planning requirement at a specified point in time and represent a snapshot depiction for senior leadership, inform them of the sourcing feasibility, and enable further transportation feasibility analysis and risk assessment. Like preferred force identification, this method of force sourcing does not indicate that these forces will be execution sourced.

(3) **Execution Sourcing.** Execution-sourced forces are the forces identified for employment. CCDRs initially task their assigned forces to execute missions in support of operations and other military activities the CCDR has authority to execute. A CCDR may also task attached forces, subject to any restriction on the use of those forces. If additional forces are needed, CCDRs request forces in accordance with (IAW) the GFM allocation process. The forces identified and recommended by the FPs and JFPs (assisted by their Service components) are reviewed through the GFM allocation process. When approved by SecDef, the forces are sourced for the execution of an approved operation or ahead of the potential execution of an operation plan (OPLAN) or exercise.

3. Joint Deployment and Redeployment Processes

a. The joint deployment and redeployment processes consist of four phases: planning; predeployment/pre-redeployment activities; movement; and joint reception, staging, onward movement, and integration (JRSOI). Both processes are similar; however, each

has unique characteristics. See Figure I-2 for a depiction of the phases. At the joint task force (JTF) level, individual units may be in different phases of deployment and redeployment at the same time. However, the JTF commander integrates these activities into the overall concept of operations (CONOPS).

(1) **Planning** is the first phase of the process. Planning occurs throughout the entire process and occurs during both the planning and execution of joint operations.

(2) **Predeployment activities** are actions taken by the JPEC, before movement, to prepare to execute a deployment or redeployment operation. This includes training, organizing, and equipping the force to be able to perform the mission specified in the force requirement.

(3) **Movement** includes the activities to physically move joint forces from origin to destination. It includes movement from origin to port of embarkation (POE); activities at the POE; POE to port of debarkation (POD), including movement and transit through intermediate locations as required; and from POD to final destination.

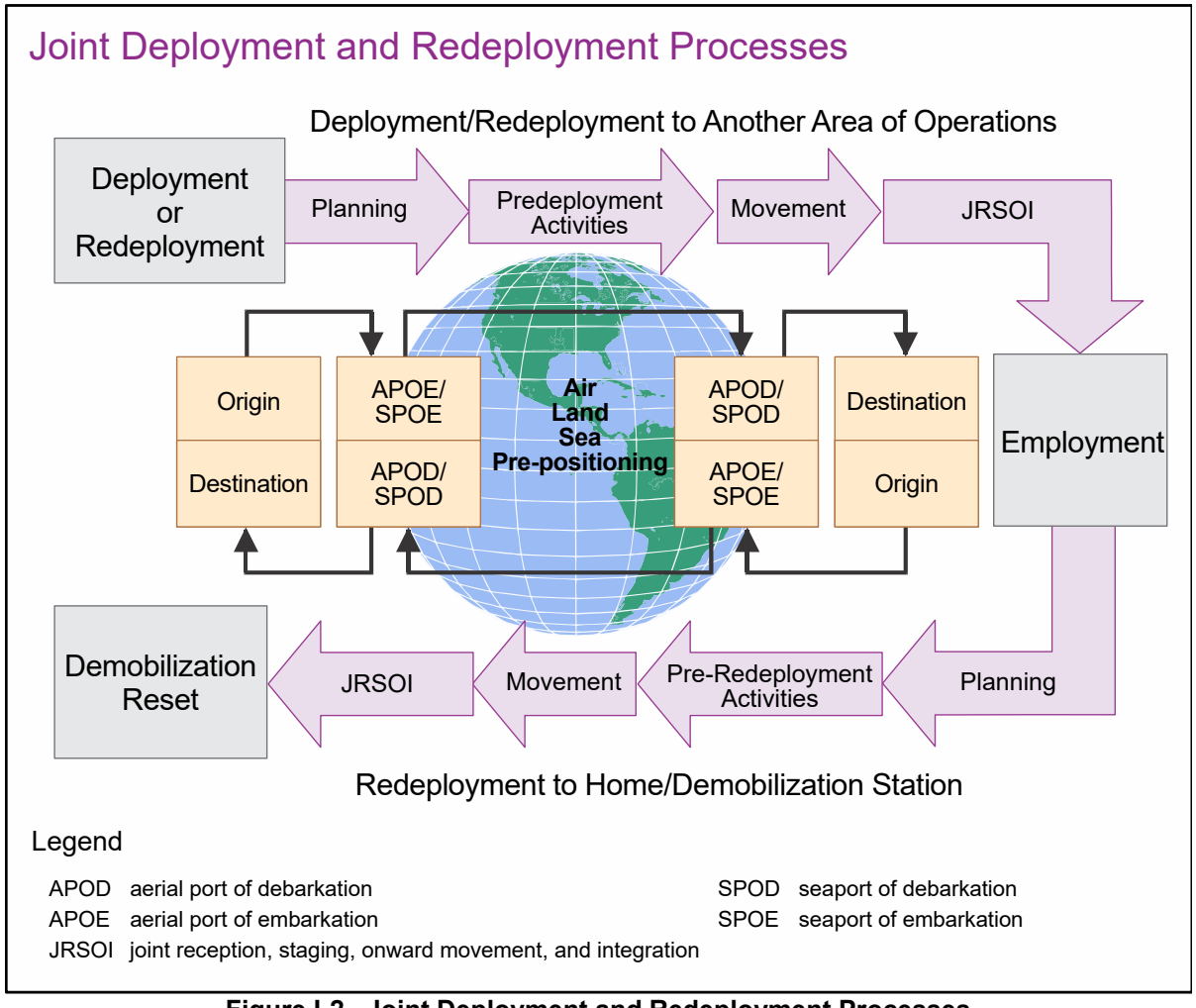

Figure I-2. Joint Deployment and Redeployment Processes

(4) **JRSOI,** the final phase, is the essential process that transitions deploying or redeploying forces, consisting of personnel, equipment, and materiel, arriving in theater, into forces capable of meeting the CCDR's operational requirements or completes the redeployment of forces to home or demobilization station as a result of end-of-mission or rotation.

b. **Deployment**

(1) **Deployment operations** are the activities required to plan, prepare, and move forces and materiel from home station to a destination to employ an operational capability required to execute a mission. The focus of these operations is to globally position forces in time to conduct military activities, including campaigns and major operations, and to respond to other contingencies.

(2) **Deployment planning and execution.** Deployment planning and execution decisions are based on the anticipated OE to be encountered in the OA. Understanding the OE helps commanders anticipate the results of various friendly, adversary, enemy, and neutral actions and how they impact operational depth and reach, as well as mission accomplishment.

c. **Redeployment**

(1) Redeployment is the transfer of deployed forces, and transfer or disposal of accompanying materiel, from one OA to support another JFC's operational requirements within a new OA or home/demobilization station as a result of end-of-mission or rotation. Similar to deployment operations, **redeployment operations** are the sum of activities required to plan, prepare, and move forces and accompanying materiel from origin to destinations within a new OA or to home station to achieve the operational status required to execute a mission or demobilize.

(2) **Redeployment Planning and Execution.** Like deployment operations, redeployment planning decisions are based on the OE at the time of redeployment. The supported CCDR is responsible for redeployment planning in the area of responsibility (AOR). This planning should be considered at the outset of an operation and continually refined as the operation matures. The individual activities within each phase of redeployment are similar to those described in the deployment process; however, significant differences may exist during the JRSOI phase. These distinctions and the command relationships during redeployment are addressed later in this publication.

d. **Strategic Mobility**

(1) Strategic mobility is the capability to deploy and sustain military forces worldwide in support of national strategy. Beyond the intrinsic capability of some US forces to self-deploy, the bulk of our nation's strategic mobility requirements are met through common-user sealift, common-user airlift, and pre-positioning (afloat and ashore), known as the strategic mobility triad shown in Figure I-3.

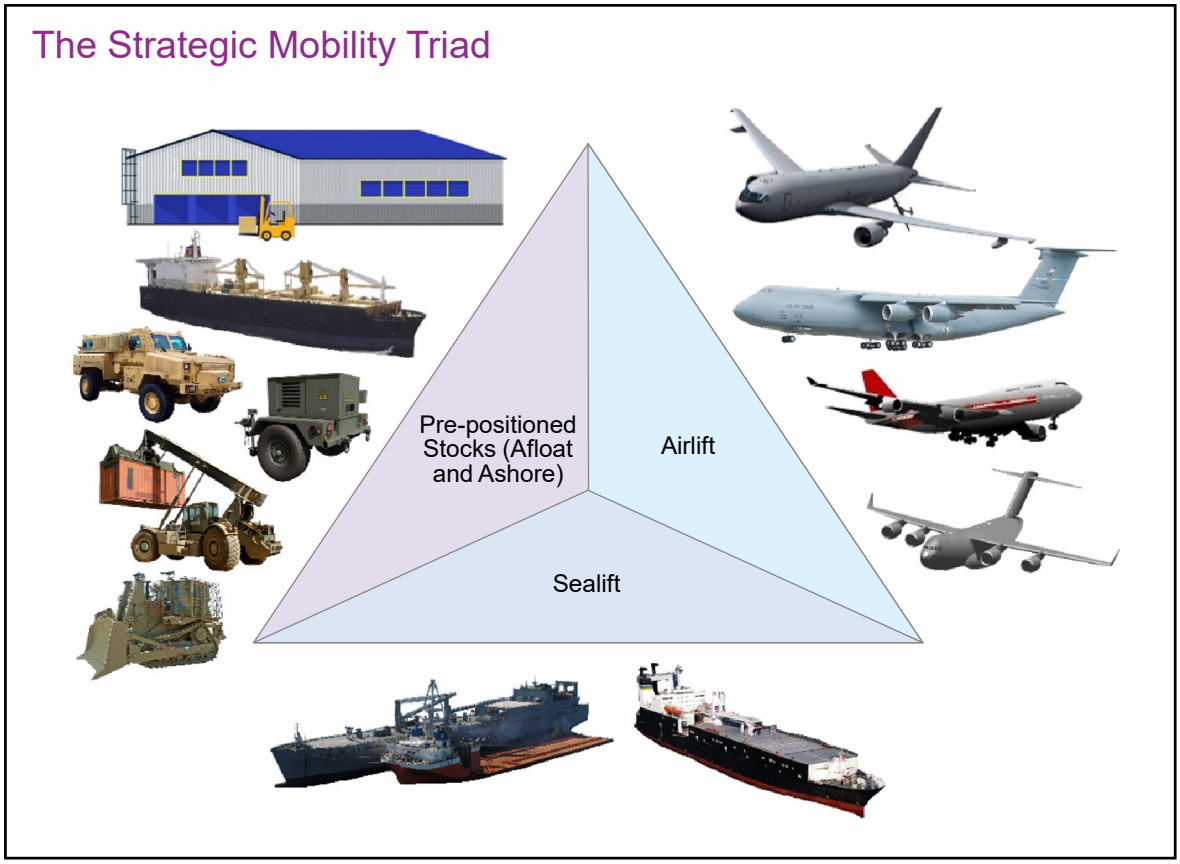

Figure I-3. The Strategic Mobility Triad

For more information on airlift and sealift, see JP 3-36, Joint Air Mobility and Sealift Operations.

(2) **Strategic Mobility Triad.** Successful deployment and redeployment of forces and capabilities in military operations depends on sufficient port throughput capacity coupled with the availability of sufficient mobility assets to rapidly deploy operational forces, sustain them as long as necessary to meet US military objectives, and reconstitute and redeploy them to meet changing mission requirements or return to home and/or demobilization stations upon completion of their mission. To meet this challenge, the commanders of United States Transportation Command's (USTRANSCOM's) transportation component commands (TCCs), consisting of Air Mobility Command (AMC), Military Sealift Command (MSC), and Military Surface Deployment and Distribution Command (SDDC), exercise command and control (C2) of USTRANSCOM's assigned and allocated forces and coordinate transportation assets for use by all DOD elements and, as authorized, other United States Government (USG) departments and agencies or other approved users. Deployment operations normally involve a combination of land (road and rail), sea (including inland waterways), and air movement augmented, as necessary, by pre-positioned assets. USTRANSCOM balances cost-effective options with operational and strategic viability for the JFC. Transportation solutions must be effective, ensuring on-time delivery of forces and materiel to the right place at the right time.

(a) **Common-User Airlift.** The pool of common-user airlift consists of designated airlift assets from some or all of the following sources: Active Component and Reserve Component (RC), the Civil Reserve Air Fleet (CRAF) when activated, contracted commercial assets, and foreign military or civil carriers (either donated through allied agreements or under contract).

(b) **Common-User Sealift.** Sealift forces are those militarily useful ships available to DOD to execute the sealift requirements of the Defense Transportation System (DTS). Also known as "common-user shipping," these ships transport cargo for one or more Services and other USG departments and agencies, from seaports of embarkation (SPOEs) to seaports of debarkation (SPODs), to a sea base, or to a location at sea in the OA pending a decision to move the embarked cargo ashore. The sealift force is composed of vessels from some or all of the following sources: MSC government-owned or -controlled vessels; government-owned reserve vessels from the Maritime Administration Ready Reserve Force; US privately owned and operated commercial vessels; US privately owned, foreign flag commercial vessels; and foreign-owned and -operated commercial vessels, including ships made available through the Voluntary Intermodal Sealift Agreement and through an allied agreement. With respect to sealift, Commander, United States Transportation Command (CDRUSTRANSCOM), is delegated authority to procure commercial transportation services and, with the approval of SecDef, to activate the Maritime Administration Ready Reserve Force and all three stages of the Voluntary Intermodal Sealift Agreement.

(c) Pre-positioned equipment and supply programs are both land- and sea-based. They are critical programs for reducing closure times of combat and support forces needed in the early stages of a contingency. They also contribute significantly to reducing demands on the DTS.

For more information on pre-positioned stocks, see JP 4-01, The Defense Transportation System, *and JP 3-36,* Joint Air Mobility and Sealift Operations.

(3) **Other Mobility Considerations.** Other transportation resources may be available to a CCDR to support deployment operations that do not fit within the context of the strategic mobility triad. As proven in operations in Afghanistan, land transportation may augment traditional strategic mobility capabilities. Land transportation may include road and/or rail modes in areas where there is limited air or sea port infrastructure to meet the CCDR's requirements. This intratheater mode may be effective in delivering forces and sustainment to support the CCDR's mission.

e. **Force Visibility.** Resetting the force with a focus on restoring contingency surge response readiness in a highly resource-constrained environment is an iterative process. DOD senior leaders make decisions that consider the demand for forces to achieve campaign objectives and the need to maintain a pool of ready forces to meet surge demand during crisis. This requires a global view of the force that includes current force inventory and commitment, availability and readiness, and the ability to discern status changes. Force visibility provides the current and accurate status of forces at the strategic and operational level, their current mission, future missions, location, mission priority, and

readiness status. Force visibility provides information on the location, operating tempo, assets, and sustainment requirements of a force as part of an overall capability for a JFC. Force visibility integrates operations and logistics information, facilitates GFM, and enhances the capability of the entire JPEC to adapt rapidly to unforeseen events to respond and ensure capability delivery. Force visibility enhances situational awareness and is required to support force sourcing, allocation, and assignment of forces; force position; sustainment forecasting and delivery; and forecasting for future force requirements. Force visibility is achieved through effective force and phase planning for contingencies and crises, detailed deployment planning, and sound reporting procedures. Within force visibility are the following:

(1) **Asset visibility (AV) is a component of force visibility.** AV provides commanders and planners with timely and accurate information on the location, movement, status, and identity of units, personnel, equipment (maintenance and retrograde actions), and supplies by class of supply, nomenclature, and unit during deployment operations. Integrated Data Environment/Global Transportation Network Convergence (IGC) is a single system that integrates information from a variety of DTS automated information systems (AISs) to provide in-transit visibility (ITV) and C2 data support. IGC is the ITV system of record, providing expanded common integrated data and application services, enabling distribution solutions, and providing a common logistics picture.

(2) **ITV is a subcomponent of AV.** When applied to an operation, ITV provides visibility of deploying and redeploying forces, as well as sustainment en route to an operation or a unit. ITV preserves the link between the in-transit force and that force's mission within an operation phase through the force requirement number. ITV can be divided into levels of visibility: force movements associated with a specific operation; force movements for a specific phase, mission, and OA/destination; the movements of a force or unit as a capability with a specific mission; visibility of a lift mission; and in the box or item visibility. Movement of all non-unit personnel, equipment, and supplies, to include contractors authorized to accompany the force (CAAF) and other non-DOD lift requestors, and retrograde actions generally do not have transportation and item-level visibility unless they are included in the time-phased force and deployment data (TPFDD). Patient movement ITV is documented utilizing the United States Transportation Command Regulating and Command and Control Evacuation System (TRAC2ES).

For more information on force visibility, see Chapter V, "Movement," and JP 4-01, The Defense Transportation System.

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CHAPTER II
RESPONSIBILITIES

1. General

a. This chapter identifies the deployment and redeployment responsibilities, roles, and relationships of the individuals, commands, Services, and agencies involved in deployment and redeployment operations.

b. Basic responsibilities for commands and entities involved in joint deployment operations are outlined in JP 1, Volume 2, *The Joint Force;* JP 3-0, *Joint Campaigns and Operations;* and JP 4-01, *The Defense Transportation System.* Clearly articulating responsibilities is the first step in fully synchronized and coordinated deployment operations.

2. Secretary of Defense

Title 10, USC, authorizes SecDef to act as the principal assistant to the President in all matters relating to DOD. Under that authority, and with the authority of the President, SecDef provides directive authority to the CCDRs for the planning and execution of military operations, to include deployment and redeployment operations, as directed by the President.

a. Under the authority of Title 10, USC, Section 162, SecDef directs the Secretaries of the MILDEPS to assign and allocate specified forces under their jurisdiction to CCMDs or USELEMNORAD, to perform missions assigned to those commands. SecDef fulfills these responsibilities through procedures outlined in the GFMIG.

b. Under Secretary of Defense for Personnel and Readiness (USD[P&R]). Per Title 10, USC, Section 136, USD(P&R) is responsible, subject to the authority, direction, and control of SecDef, for the monitoring of the operating and personnel tempo of the Armed Forces of the United States. USD(P&R) establishes uniform standards within DOD for the terminology and policies relating to deployment of unit and personnel away from their assigned duty stations (including the length of time units or personnel may be away for such a deployment) and establishes uniform reporting systems for tracking deployments.

3. Chairman of the Joint Chiefs of Staff

Per Title 10, USC, Section 153, the CJCS functions under the authority, direction, and control of the President and SecDef. The CJCS is the principal military advisor to the President, the National Security Council, the Homeland Security Council, and SecDef. The CJCS heads the Joint Chiefs of Staff but does not exercise military command over them or any of the Armed Forces of the United States. The CJCS's responsibilities most directly related to deployment operations include the following:

a. Prepares integrated plans for military mobilization.

b. Establishes procedures (in coordination with the Deputy Assistant Secretary of Defense [Transportation Policy], the Secretaries of the MILDEPs, and the Defense Logistics Agency [DLA]) for the submission of movement requirements by DOD user components to USTRANSCOM and for the submission of evaluated requirements and capabilities by USTRANSCOM and the TCCs to the CJCS.

c. Prescribes a movement priority system in agreement with uniform materiel movement and issue priority system that ensures responsiveness to meet the needs of the CCDR.

d. Advises SecDef of mobility support force capabilities and assesses their impact on CCDR and DOD component requirements.

e. Assigns movement priorities in support of DOD components based upon capabilities reported by USTRANSCOM.

f. Serves as the joint deployment trainer through the Joint Deployment Training Center. Develops, implements, monitors, and assesses joint education and training programs to improve deployment and redeployment planning and execution.

g. Ensures deployment and redeployment planning and execution are assessed during all joint operations, as well as CJCS- and CCMD-sponsored joint exercises.

h. Provide globally integrated, prioritized, and risk-informed recommendations from all DOD forces to identify and recommend the most effective and efficient use of forces to achieve strategic and operational objectives.

i. **Joint Staff (JS) responsibilities:**

(1) The Director, Joint Staff (DJS), supervises and provides guidance to the directors of the JS directorates and ensures their effective coordination with the Office of the Secretary of Defense (OSD). With respect to deployment and redeployment operations, DJS chairs the Global Force Management Board (GFMB). The GFMB is a general officer- or flag officer-level body organized by the JS to provide senior DOD leadership the means to assess operational effects of force management decisions and implement strategic planning guidance.

(2) Joint Staff J-1 [Manpower and Personnel Directorate] validates CCMD joint manning documents joint individual augmentation requirements against criteria prescribed in the GFMIG and forwards the validated requirements to Joint Staff J-3 [Operations Directorate] for a sourcing solution development. JS J-1 establishes theater-specific procedural guidance for personnel accountability reporting and the operational employment of approved reporting systems, upon mission assignment.

(3) Joint Staff J-2 [Intelligence Directorate] provides direct intelligence support to satisfy SecDef and the CJCS's requirements. JS J-2 leads the DOD-level intelligence planning process and its integration into joint planning and execution. JS J-2 and the Defense Intelligence Agency (DIA) produce finished intelligence products in support of the joint intelligence preparation of the operational environment (JIPOE) processes.

(4) JS J-3 assists the CJCS in carrying out responsibilities as the principal military advisor to the President and SecDef by developing and providing guidance to the CCMDs and relaying communications between the President, SecDef, and CCDRs regarding current operations, plans, and readiness.

(a) Orders. CJCS directs JS J-3 to develop, coordinate, and prepare joint orders, to include warning orders; mobilization orders; planning orders; North Atlantic Treaty Organization (NATO) force preparation messages; alert orders; DEPORDs, including the GFMAP; and execute orders. Subsequently, JS J-3 prepares and coordinates the Secretary of Defense Orders Book (SDOB) to present recommendations to SecDef for decision.

(b) Force requirement validation. JS J-3 evaluates CCMD force requirements against criteria published in the GFMIG. Validated force requirements are forwarded to the Joint Force Coordinator to develop sourcing recommendations. JS J-3 is the staff lead for force requirement validation and the preparation and coordination of the SDOB.

(c) Joint Force Coordinator. During the GFM allocation process, JS J-3 (as the Joint Force Coordinator) develops recommended execution sourcing solutions for all validated force and individual requirements. Per the GFMIG, the Joint Force Coordinator also performs the duties of the JFP for conventional forces and individual requirements responsible for identifying and recommending contingency and execution sourcing solutions in coordination with the Secretaries of the MILDEPs, CCDRs, DOD agencies, other JFPs, and the joint functional manager for conventional force and individual requirements.

(5) Joint Staff J-4 [Logistics Directorate] assists the CJCS by leading the joint logistics enterprise.

(a) JS J-4 prepares the logistics supplement to the JSCP, which provides logistic resource apportionment guidance to support CCDR planning.

(b) JS J-4 prepares the joint logistics estimate, which provides an assessment of logistics support to existing OPLANs and concept plans (CONPLANs) with identification of resource shortfalls and risks.

(6) Joint Staff J-5 [Strategic Plans and Policy Directorate] is the CJCS's principal staff office for the preparation and review of strategic guidance documents and campaign and contingency plans. JS J-5 coordinates JPEC review of designated

campaign and contingency plans. JPEC review of a plan focuses on its suitability, acceptability, feasibility, completeness, and compliance with joint doctrine.

(7) Joint Staff J-8 [Force Structure, Resources, and Assessment Directorate] provides resource and force structure analysis and program advice to the CJCS. Responsibilities include:

(a) Preparation of the GFMIG and assignment tables enclosed in the *Forces For Unified Commands Memorandum,* which documents SecDef's direction to the Service Chiefs via the MILDEP Secretaries for the assignment of forces to the CCDRs IAW Title 10, USC, Section 162.

(b) Quarterly preparation of the force apportionment tables, for CJCS approval, documenting the number of forces the Services estimate can be reasonably made available to respond globally to inform CCMD planning efforts.

4. Supported Combatant Commanders

a. A CCDR's joint planning responsibilities are described in the *Unified Command Plan* (UCP); JP 1, Volume 1, *Joint Warfighting*; JP 1, Volume 2, *The Joint Force;* and JP 5-0, *Joint Planning.* The deployment and redeployment responsibilities of CCDRs are described below.

b. **Responsibilities of Supported CCDRs.** Supported CCDRs are responsible for deployment and redeployment operations planned and executed during joint force missions. This responsibility includes identifying the movement, timing, and sequence of forces deploying and redeploying in the TPFDD; reception and integration of these forces and materiel arriving in theater; and providing assistance as required. Throughout this process, CCMDs compile and report personnel accounting and strength by location. Working through the Department of State (DOS), supported CCDRs negotiate host nation (HN) diplomatic clearances and reception POD access, when required, for deploying forces. For air movements, supported CCDRs ensure overflight and landing clearances at aerial ports of debarkation (APODs) are secured prior to the departure of forces from aerial ports of embarkation (APOEs). Additionally, the CCDR establishes and publishes policies, procedures, and standards to maintain personnel visibility in their AOR. Supported CCDRs have three major responsibilities relative to deployment operations: build a TPFDD based on the CONOPS and, subsequently, validate movement requirements in the TPFDD after the unit-refined movement data has been entered, determine predeployment standards, and balance and regulate the transportation flow.

(1) **Build the TPFDD and Validate TPFDD Movement Requirements.** Force requirements are documented in a TPFDD and phased/sequenced as required during plan development and execution to support the CONOPS. A notional TPFDD is used during plan development and is sourced based on planning assumptions derived from preferred force identification or contingency sourcing. The notional TPFDD is a tool used during planning and does not contain execution-sourced units. An execution-sourced TPFDD depicts execution-sourced forces. The TPFDD depicts force requirements and

force flow for assessment purposes and is used to analyze sourcing and transportation feasibility. When developed, the force list is entered into the Joint Operation Planning and Execution System (JOPES) as the basis for this analysis. After execution sourcing, the supported CCDR validates the TPFDD records, which confirms the forces satisfy the concept of deployment and mission requirement and are approved for deployment by the President and SecDef. The supported CCDR then advises USTRANSCOM that movement requirements are ready for USTRANSCOM validation for lift. The supported CCDR does the following to support this process:

(a) Designates theater PODs, earliest arrival date (EAD), latest arrival date (LAD), required delivery date, and commander's required date (CRD). The supported CCDR specifies key employment information regarding when, where, and how forces will be employed by phase.

(b) Publishes a CCDR supplement to the standing TPFDD letter of instruction (LOI) to provide specific guidance for supporting CCDRs, Services, and agencies.

(c) During execution, may task their assigned forces to fill force requirements to perform authorized missions. Allocated forces may be needed to supplement the CCDR's assigned forces to meet operational demand.

For additional information on the TPFDD development, see CJCS Guide 3122, Time Phased Force and Deployment Data (TPFDD) Primer, *and CJCSM 3122.02,* Joint Operation Planning and Execution System (JOPES) Volume III (Time-Phased Force and Deployment Data Development and Deployment Execution).

(2) **Determine Predeployment Standards.** Supported CCDRs establish predeployment standards for forces, capabilities, and personnel supporting their operations. Predeployment standards outline the training and unique equipment requirements necessary to prepare supporting personnel and forces for the tactical and environmental conditions, as well as potential or known health threats in the theater. The Services', United States Special Operations Command's (USSOCOM's), United States Cyber Command's (USCYBERCOM's), and other FPs' roles are to ensure designated forces for CCMDs are organized, trained, equipped, maintained, and ready IAW these predeployment standards. Predeployment standards help ensure all supporting personnel and forces arrive in theater fully prepared to perform their mission. Supported CCDRs may identify mission-specific training requirements supporting individuals or units must complete before operational employment of allocated forces. These requirements are included in the force requests submitted in either the annual submission or in an emergent request for forces (RFF). Preparation for deployment is primarily a Service or FP responsibility. Specific responsibility for preparation for deployment rests with the deploying unit or Service in the case of individual augmentees, replacements, and CAAF. For in lieu of and joint sourcing solutions, the resourcing of preparation and training is IAW Service-to-Service memorandums of agreement. Usually, the deploying unit commander acknowledges completion of specified preparation for deployment

requirements to the supported command during predeployment activities. In some instances, constraints may affect personnel readiness if specific training requirements have not been completed. This training may be conducted at home station prior to deployment, en route to the OA, or at the intermediate staging base (ISB).

(3) **Balance and Regulate the Force Flow.** The requested start dates on the request for each individual force or capability must support the overall CONOPS. SecDef-approved ordered start dates also support the CONOPS while balancing operational risks. To the maximum extent possible, the supported CCDRs should balance and regulate the flow of forces with the flow of sustainment. The OE, available infrastructure, protection risk assessment, and CONOPS are major factors in determining how to balance the flow of forces and capabilities. The supported CCDR manages the flow of forces via the TPFDD, supported by strategic, operational, and tactical movement control organizations, to ensure effective interfaces between intertheater and intratheater movements. Balance is primarily a function of effective mission prioritization, alignment of forces, force composition, and force flow. Consideration is also given to planned theater distribution (TD) and JRSOI requirements and capabilities. Force composition and transportation flow must accommodate mission requirements, providing the supported CCDR with the operational flexibility and freedom of action required for successful mission execution.

(4) **JTF Responsibilities.** If the CCDR chooses to accomplish the mission with a JTF, careful consideration should be made with respect to JTF deployment and redeployment responsibilities. Responsibilities are delegated from the CCDR and their Service components to their counterparts in the JTF. Careful analysis should be performed by the CCDR and JTF headquarters (HQ) to ensure the JTF and its components are appropriately equipped with trained personnel, equipment, and information systems to perform those responsibilities.

See JP 3-33, Joint Force Headquarters, *for additional information.*

(5) **Command Relationships.** Supported CCDRs accept deploying forces and exercise the command relationship as designated in the appropriate order for the deploying force upon arrival in their AOR and relinquish that command authority of redeploying forces upon departure from their AOR.

5. Supporting Combatant Commands

Supporting CCMDs provide forces and other support as directed to a supported commander or one who develops a supporting plan. They incorporate integrated planning into their campaign planning across CCMDs, Services, and DOD agencies for designated plans as directed in the UCP, contingency planning guidance (CPG), NDS, NMS, and JSCP. Supporting CCDRs provide planning and assessment assistance to CCMDs to ensure the alignment and harmonization of campaign plans across AORs and functional areas. Normally, several CCMDs are involved in every phase of a joint operation. Additionally, CCMDs may act in various supporting roles, such as logistics, FP, and JFPs.

a. **Responsibilities of Supporting CCDRs.** With respect to deployment/redeployment, supporting missions of the joint force could include sponsorship of en route basing or in-transit staging areas (SAs) or provision of sustainment from theater stocks.

b. **Responsibilities of FPs.** In addition to the supporting CCDR responsibilities described above, a CCDR may also have additional responsibilities as an FP. FPs are the MILDEPs, CCMDs, United States Coast Guard (USCG), DOD agencies, and OSD organizations that provide sourcing solutions to supported CCDRs' force requirements. FP missions during the deployment of the joint force include the deployment/redeployment of forces from the supporting FP to the supported CCDR. FP deployment responsibilities include source, prepare, and verify forces; ensure units retain their visibility and mobility; ensure units report movement requirements rapidly and accurately; regulate the support flow; and coordinate. Due to the global and dynamic nature of operations, a CCDR may fill supporting and supported roles simultaneously when planning and executing operations. Oftentimes, these responsibilities are assigned to the Service components to plan and execute.

(1) **Nominate Sourcing Solutions.** FPs coordinate directly with CCMDs, JFPs and JS J-3 (as the Joint Force Coordinator) to develop recommended global sourcing solutions. FPs may assist and advise CCMDs with identifying preferred forces. They also provide recommended contingency sourcing solutions and submit execution sourcing nominations to the JFPs and Joint Force Coordinator. For execution-sourced forces, the recommended sourcing solution is reviewed through the GFM allocation process and becomes ordered when approved by SecDef directing the FP to provide the forces in support of an operation.

(a) The JFP GFMAP annex schedules identify units and individuals in support of the approved force requirements and serve as the DEPORDs.

1. The GFMAP provides SecDef direction to the JFPs, working with all FPs through their assigned Service component and combat support agency (CSA) to identify specific forces, units, and individuals for deployment in support of the GFMAP.

2. The units sourced by the FP may not be included in the GFMAP annexes. Execution unit sourcing is available in the JOPES information technology (IT) systems. Each unit line number (ULN) should reference the force tracking number (FTN) and FTN line number to trace back the force requirement to the originator, as well as SecDef authority to allocate back through the JFP GFMAP annex schedule to the GFMAP annex.

(b) FPs support JFP planning and deploy forces specified in the JFP GFMAP annex schedules.

(c) Any additional fiscal year annual forces, as well as emergent requirements, are ordered in subsequent modifications to the base GFMAP annexes upon SecDef approval.

(d) JFPs publish modifications as required to their respective GFMAP annex schedules in their entirety and supersede previous versions. This allows JPEC to reference one final order rather than having to put together the dozens of modifications to the GFMAP annexes.

(2) FPs publish their own DEPORDs implementing the orders in the JFP GFMAP annex schedules. All orders, down to the individual level, that implement the GFMAP annexes reference the FTN and FTN line number. Individual Service members and DOD civilians deploying should be traceable to their DEPORDs back to the CCDR requirements via the FTN. CCDRs also issue DEPORDs for their assigned forces. Supporting and supported CCDRs, Services, and DOD agencies use JOPES as the system of record for execution and to document the deployment plan and movement requirements.

c. **Responsibilities of JFPs.** Of the eleven CCMDs, there are four identified in the UCP as JFPs. A JFP is a CCMD responsible for recommending to the CJCS trained and ready capabilities for allocation by the Secretary to support CCMD requirements and supervise the implementation of sourcing decisions. The UCP assigns USSOCOM, USCYBERCOM, United States Space Command (USSPACECOM), and USTRANSCOM JFPs' responsibilities to develop and provide globally integrated, prioritized, and risk-informed allocation sourcing recommendations of special operations forces (SOF), cyberspace forces, space forces, and mobility forces.

Further discussion of the GFMAP annex schedules can be found in the GFMIG and *CJCSM 3130.06*, Global Force Management Allocation Policies and Procedures.

(1) **USSOCOM.** Commander, United States Special Operations Command (CDRUSSOCOM), is assigned all SOF as specified in the SecDef-directed assignment tables enclosed in the *Forces For Unified Commands Memorandum.* Title 10, USC, provides CDRUSSOCOM with authorities distinct from other CCDRs with "Service-like" responsibilities for the development, support, and administration of SOF. This may include, with specific authorities granted by SecDef, deploying SOF to execute C2 campaign plan events such as joint combined exchange training and counterdrug/counter narcoterrorism training. As the JFP for SOF, CDRUSSOCOM identifies and recommends force execution and contingency sourcing solutions in coordination with the MILDEPs, CCMDs, DOD agencies, applicable joint functional managers, and other JFPs for all SOF and individual requirements. USSOCOM may require common-user transportation to deploy or redeploy SOF. Compared to conventional force operations, SOF deployment operations are usually smaller in scale; however, deployment planners may need to consider conventional support requirements that may also accompany SOF. Given the nature of most SOF missions, time constraints, planning considerations, or special mission requirements may place unique demands on common-user transportation assets used for deployment of SOF.

For additional information, see JP 3-05, Joint Doctrine for Special Operations.

(2) **United States Strategic Command (USSTRATCOM).** Consistent with the UCP, USSTRATCOM is the Joint Functional Manager for missile defense. USSTRATCOM coordinates with the MILDEPs, Services, CCMDs, and DOD agencies to identify and recommend, through the Joint Force Coordinator, globally optimized sourcing solutions to CCMD requests for missile defense capabilities. USSTRATCOM provides liaison officers (LNOs) upon request by the supported CCDR. The LNOs coordinate with the mission-planning facilities of USSTRATCOM to support global strike; strategic deterrence; global missile defense; nuclear operations; nuclear command, control, and communications enterprise; and joint electromagnetic spectrum operations.

(3) **USCYBERCOM.** USCYBERCOM coordinates with other CCDRs for execution of cyberspace operations around the globe, both as a supported and a supporting commander. USCYBERCOM cyberspace operations integrated planning elements established at each CCMD facilitate the integration of cyberspace operations into CCMD planning. USCYBERCOM deploys units of the Cyber Mission Force as required to support its mission. As a JFP for cyberspace forces, Commander, USCYBERCOM, identifies and recommends force execution and contingency sourcing solutions in coordination with the other cyberspace FPs.

(4) **USSPACECOM.** USSPACECOM plans, executes, and assesses space operations in coordination with or in support of other CCMDs, the Services, DOD agencies, allies, and partners and, as directed, for other entities. USSPACECOM's joint integrated space teams coordinate with CCMDs and provide reachback to USSPACECOM HQ and components to plan, determine requirements, and support CCMD day-to-day and contingency operations. USSPACECOM identifies and recommends joint sourcing solutions to the CJCS in coordination with the Services and other CCMDs in supervising the implementation of sourcing decisions.

(5) **USTRANSCOM**

(a) **Mobility JFP.** CDRUSTRANSCOM is the mobility JFP, responsible for identifying and recommending global joint sourcing solutions to the CJCS in coordination with the Services and other CCMDs from all mobility forces and capabilities and for supervising the implementation of sourcing decisions.

(b) **DOD Single Manager for Transportation.** CDRUSTRANSCOM is the DOD single manager for transportation (other than Service-unique or theater-assigned assets). As the DOD single manager for transportation, CDRUSTRANSCOM provides common-user and commercial air, land, and sea transportation; terminal management; and aerial refueling to support the global deployment and redeployment of US forces. As the DOD single manager for transportation, CDRUSTRANSCOM also plans, allocates, routes, schedules, and tracks assets to meet validated JFC deployment and distribution requirements.

(c) **Joint Deployment and Distribution Enterprise (JDDE).** CDRUSTRANSCOM exercises coordinating authority for JDDE planning and operations

across all domains and collaborates with other CCMDs; the Services; and, as directed, USG departments, agencies, and commercial entities. CDRUSTRANSCOM is responsible for the following:

1. Providing JDDE-wide analysis and assessment, developing and implementing process improvements, and advocating for global deployment and distribution capabilities.

2. Leading collaborative planning efforts to align and harmonize logistics functions and recommend sequencing of logistics actions across JDDE.

3. Developing and implementing process improvements for information systems that provide key capabilities of distribution-related activities (e.g., force movement, sustainment, and patient movement).

4. Providing military representation to USG departments and agencies, US commercial entities, and international organizations for global distribution operations.

5. Integrating theater security cooperation activities, deployments, and capabilities supporting global distribution in coordination with supported CCDRs and making priority recommendations to SecDef.

(d) **DOD Single Manager for Patient Movement.** CDRUSTRANSCOM is the DOD single manager for patient movement, providing global patient movement through the DTS in coordination with other CCMDs and USG departments and agencies.

(e) **Joint Enabling Capabilities.** CDRUSTRANSCOM provides mission-tailored, joint capability packages of communications, planning, and public affairs support for short-notice, limited-duration deployments to assist CCMDs by accelerating the establishment, organization, and operation of a joint force HQ.

1. Provide, through its TCCs, common-user and commercial air, land, and sea transportation; terminal management at air and sea POE and/or POD for DOD; and aerial refueling support during military operations. Also, provide air transportation to numerous other USG departments and agencies at the direction of the President or SecDef through the CJCS.

2. Exercise training and readiness oversight authority over assigned mobility RC forces when not mobilized or ordered to active duty for other than training.

3. Exercise responsibility for global air, land, and sea transportation planning.

4. Act as the DOD focal point for items in the transportation pipeline. Ensure effective interfaces between the IGC and JOPES IT leading to force ITV.

5. Provide ITV for all force and sustainment movements supported by DTS activities. This visibility requires integration among DOD components and industry partners that operate DOD's supply chain. End-to-end visibility of assets, from origin to employment, and all points in between, including the "point-of-need," is required to achieve a more seamless and effective DOD supply chain. During operations, identify known ITV reporting interface issues between information management systems. Report incorrectly prepared, delayed, or frustrated cargo and personnel to the Service and the CCDR to support operation decision making and ensure accurate corrections without loss of visibility.

6. Provide DOD global patient movement in coordination with CCDRs and, as directed, other USG departments and agencies through DTS.

7. Provide CCDRs with coordinated transportation planning expertise required during the planning process. This includes reviewing the JSCP tasking, analyzing supported CCDR requirements registered in the JOPES for transportation feasibility, and advising the CCDR of changes required to produce an executable force deployment concept. In addition, provide plan maintenance support to the supported CCDR as required or directed by the CJCS.

8. Provide deployment lift estimates and total lift asset availability to the President or SecDef and supported CCDRs for development of alternative courses of action (COAs) and optimal flow of forces planning. USTRANSCOM also advises supported CCDRs and the CJCS concerning use of, or changes to, lift allocations.

9. Assist the supported CCDRs and ensure validated movement requirements are routed and scheduled IAW the CONOPS. Recommend reallocation of strategic lift assets to optimize their use and support plan execution during deployment, employment, sustainment, reconstitution, and redeployment.

10. Provide Single Port Management. CDRUSTRANSCOM is designated by SecDef as the single worldwide manager for common-user POEs and PODs. The single port manager (SPM) is necessary to improve the planning and execution of port management operations and ensure the seamless transfer of cargo and equipment. As the SPM, USTRANSCOM, through AMC, operates strategic aerial ports, and through SDDC, operates strategic seaports. Key aspects of the SPM construct are that SDDC provides planners to supported CCMDs to develop seaport management and operations requirements; at the request of the supported CCDR, conduct seaport assessments, establish contact with local seaport authorities, and determine availability of host-nation support (HNS); and when required, act as seaport manager throughout the operation.

11. Provide LNOs to CCMDs to assist in coordination of strategic mobility issues. USTRANSCOM and its TCCs may provide additional technical experts to facilitate planning and execution as needed, as requested by the supported CCDR.

12. Provide the schedule, format, and content for the development of CCMDs' theater distribution plan (TDP) and lead TDP coordination with CCMDs, Services, and CSAs. The TDP is not a stand-alone plan; rather, it supports development of CCMD campaign plans, contingency plans, and associated support plans (e.g., campaign support plans). To simplify planning for distribution operations and activities, CCMDs may choose to integrate the TDP within the CCMD campaign plan.

6. Military Departments and National Guard Bureau

The MILDEPs organize, train, supply, equip, maintain, mobilize, account for, and provide administrative and logistics support (including Service-organic transportation) for their respective forces. As FPs, the Secretaries of the MILDEPs coordinate directly with CCMDs, JFPs, and the Joint Force Coordinator to develop recommended global sourcing solutions. The MILDEPs, DOD agencies, and USG departments and agencies may depend on common-user military transportation services for unit and individual deployment and redeployment operations between POEs and PODs. When using common-user military transportation services, these entities are all generically referred to as shippers and each is responsible for their administrative support and performance of transportation operations at either their local shipping installations or throughout the theater. In addition to these responsibilities, logistic elements of the Services that provide key support and enable the operations staff to execute the commander's requirements for deployment operations are noted below.

a. United States Army (USA)

(1) The Department of the Army (DA) is responsible for the assignment, preparation, and support of Army forces necessary for employment during military operations. For deployment operations, DA mobilizes, organizes, administers, trains, and demobilizes Army forces. The Army's ability to project the military instrument of national power, specifically land power capabilities from the United States or another theater, in response to requirements for military operations or force projection encompasses the processes of mobilization, deployment, employment, sustainment, and redeployment. DA also establishes policy and procedures to reconstitute the Army. The majority of Army combat assets cannot self-deploy and must be transported by other DOD and contracted assets in support of joint operations. Army units and their sustainment requirements are submitted by the Army Service component command (ASCC) for inclusion in the TPFDD by supported CCMD planners for scheduling of common-user transportation assets. However, certain quantities of Army pre-positioned stocks in unit equipment sets, sustainment stocks, operational projects, or war reserve stocks for allies may be available either shore-based or afloat to support Army component operations.

(2) DA is responsible for making land transportation available in overseas areas (normally under the supported CCDR's Army Service component commander) for the other Services and for coordinating all planning and requirements for the use of DOD-controlled land transportation equipment and facilities. In some areas outside the

continental United States (OCONUS), the ASCC has been assigned common-user land transportation (CULT) responsibility for peacetime land transportation; the ASCC normally designates the theater sustainment command to supervise and execute any common-user transportation requirements delegated to it. Wartime CULT requirements are the responsibility of the CCDR, and normally, the joint deployment and distribution operations center (JDDOC) or the component assigned the mission consolidates planned wartime movement requirements of all component commands. While DA is responsible for overseas land transportation, USTRANSCOM manages the continental United States (CONUS) land movements.

For more information on TD responsibilities, see JP 4-09, Distribution Operations.

b. **United States Marine Corps (USMC).** For deployment operations, both the USMC component and Marine air-ground task force (MAGTF) have force deployment planning and execution officers, MAGTF planners, MAGTF planning specialists, mobility officers, and logistic/embarkation specialists who work as a team during the planning and execution of force deployment operations in support of the MAGTF commander or JFC. Force deployment planning and execution officers and MAGTF planning specialists build the MAGTF's notional TPFDD within the guidelines set forth by the CCDR and to support the MAGTF commander's OPLAN. During force deployment execution, force deployment planning and execution officers and MAGTF planning specialists ensure proper execution of intertheater and intratheater lift, and the strategic mobility officers coordinate USMC movement requirements with the supported CCDR, JDDOC, and USTRANSCOM. The Marine Corps activates a Marine air-ground task force deployment and distribution operations center (MDDOC) within theater to coordinate and provide transportation services to all land-based elements of the MAGTF. As the Marine Corps primary movement control agency within the theater, the MDDOC is responsible for establishing liaison and communications with and forwarding all transportation shortfalls to the theater JDDOC or to the component commander.

c. **United States Navy (USN)**

(1) The Navy component commanders provide USN theater deployment and logistics support.

(2) The majority of USN forces self-deploy in support of joint operations and are documented in a TPFDD. USN expeditionary forces that do not self-deploy, including the naval construction force, maritime expeditionary security force, expeditionary logistics group, and expeditionary medical facilities, are time-phased to support the JFC. USN self-deployers and non-self-deployers in the execution source TPFDD are validated by the supported CCDR. USTRANSCOM then validates all non-self-deployers that require USTRANSCOM lift. When validated, movement requirements in the TPFDD are scheduled for transportation to meet the CCDR's deployment/redeployment timelines.

(3) In large deployment scenarios, the USN may establish naval advanced logistic support sites (NALSSs) to serve as the primary shore-based reception and

transshipment points for personnel, equipment, and materiel. Based on the number of carrier strike groups, amphibious ready groups, other USN units ashore in the Navy component commander area of operations, and level of joint tasking, the NALSS may be staffed and equipped to perform both USN reception, staging, onward movement, and integration and limited JRSOI duties.

(4) A naval forward logistic site (NFLS) is the forward-most land-based transshipment point that provides the bridge between the NALSS and forward operating units. An NFLS is typically established at an airfield or seaport close to the main battle area. Like the NALSS, the NFLS is task-organized, staffed with whole or modular components of advanced base functional components, and enables USN and JRSOI operations.

(5) The size and composition of NALSSs and NFLSs are dependent upon the support required and are tailored by USN logistic planners for the specific operation or contingency. In lesser mobilization scenarios, the Navy component commander may designate an established naval activity to act in this capacity. In either scenario, the Navy component commander coordinates and monitors personnel deployment activities for units and individuals.

d. **United States Air Force (USAF).** Some USAF mobility and SOF have a limited self-deployment capability. USAF and USAF SOF may rely on common-user transportation to move forces and sustainment cargo. Within the USAF forces component, the logistics directorate is the principal coordinator of USAF logistics. When required, the director of logistics provides centralized direction and control of deployment, reception, integration, employment, and redeployment of logistic and support assets. The Deliberate and Crisis Action Planning and Execution Segments (DCAPES) is the USAF's primary operation planning and execution automated data processing system and is used to manage TPFDDs in support of deployment and distribution operations.

e. **NGB**

(1) The NGB is a joint activity of DOD. The Chief, NGB, is responsible for the organization and operations of the NGB. The NGB is the focal point at the strategic level for non-federalized National Guard matters that are not the responsibility of the Secretary of the Army, the Secretary of the Air Force, or the CJCS, in law or DOD policy.

(2) The NGB supports United States Northern Command and United States Indo-Pacific Command development of plans for homeland defense (HD) and defense support of civil authorities (DSCA) by providing visibility of state use of National Guard forces, IAW policies prescribed by the CJCS, the Secretary of the Army, the Secretary of the Air Force, and the Under Secretary of Defense for Policy. National Guard forces in Title 32, USC, or state active duty status may deploy at the direction of a state/territorial governor in support of domestic operations, under the C2 of the governor. If federalized, National Guard forces are under the C2 of the supported CCDR or, if established, the JFC. The NGB monitors the status of state unit mobilization.

Coordination is made with the JS, OSD, and state/territory governments to ensure adequate resourcing, support, and transition of authorities.

7. Department of Defense Agencies

DOD agencies include the defense agencies, DOD field activities, and other DOD components that are not in a MILDEP, CCMD, OSD, or the JS but may provide force-sourcing solutions. Each DOD agency operates under the authority, direction, control, and supervision of SecDef, through a designated civilian officer within OSD or the CJCS. CSAs are a subset of defense agencies assigned combat support (CS) or combat service support (CSS) functions.

a. **DLA.** DLA is a CSA under the authority, direction, and control of the Under Secretary of Defense for Acquisition and Sustainment. DLA provides worldwide logistic support to the Services, CCMDs, and other DOD components. DLA also provides support to USG departments and agencies and, when authorized by law, state and local government organizations, foreign governments, and international organizations. DLA requires common-user transportation to move, stage, and recover its logistic resources in support of joint operations. Supported CCMD planners are responsible for validating DLA movement requirements entered in the execution sourced TPFDD for scheduling by USTRANSCOM.

b. **DIA.** The mission of the DIA is to satisfy the full range of foreign military and military-related intelligence requirements in support of joint operations. With respect to deployment/redeployment operations, DIA analytical products are used to develop/refine the intelligence estimate of the OE.

c. **Defense Information Systems Agency (DISA).** DISA provides, operates, and ensures C2, information-sharing capabilities, and a globally accessible enterprise information infrastructure in direct support to joint warfighters, national-level leaders, and other mission and multinational partners during military operations. DISA core mission areas are communications, computer processing for CS, cybersecurity policy implementation, joint C2, and joint interoperability support. It provides guidance and support on technical and operational communications and information systems issues affecting OSD, the MILDEPS, the CJCS and the JS, the unified and specified commands, and other DOD components. DISA maintains and ensures the interoperability of JOPES, the Global Command and Control System-Joint, the defense communications system, theater and tactical C2 systems, NATO and/or allied communication systems, and those national and/or international commercial systems that affect the DISA mission. In addition, DISA supports national security emergency preparedness telecommunications functions of the National Communications System.

d. **National Geospatial-Intelligence Agency (NGA).** NGA is a source for imagery intelligence and geospatial information during planning and execution of deployment operations. It provides geospatial information and services support, including safety of navigation and safety of flight information; imagery and geospatial system technical

guidance; and staff assistance to the Services, CCMDs, and DOD components and is the focal point for imagery, imagery intelligence, and geospatial information.

For more information on the role of NGA, see JP 2-0, Joint Intelligence.

e. **Defense Threat Reduction Agency (DTRA).** DTRA supports deployment and redeployment operations by providing technical reachback support through the National Countering Weapons of Mass Destruction Technical Reachback Enterprise, a continuous weapons of mass destruction and chemical, biological, radiological, and nuclear (CBRN) national reachback and situational awareness support element, for all technical analysis support.

For more information on DTRA capabilities, see Department of Defense Directive (DODD) 5105.62, Defense Threat Reduction Agency (DTRA).

8. Other United States Government Departments and Agencies

a. **Department of Homeland Security (DHS).** DHS responsibilities include customs, aerial and seaport security, and infrastructure hardening and protection. DHS coordinates and leverages resources with different governmental jurisdictions at the federal, state, and local levels. DHS coordinates the transition of multiple agencies and programs into a single, integrated agency focused on protecting the American people and their homeland. A comprehensive national strategy seeks to develop a complementary system connecting all levels of government without duplicating effort. The DHS agencies that impact DOD deployment/redeployment include:

(1) **Federal Emergency Management Agency (FEMA).** FEMA coordinates the execution of emergency preparedness and response actions of all USG departments and agencies. Under Title 42, USC, Chapter 68, DOD may provide support at the request of FEMA in support of state and local response and recovery efforts when a Presidential major disaster or emergency declaration has been or may be issued.

(2) **United States Customs and Border Protection (CBP).** The Commissioner of CBP is responsible for maintaining surveillance of illegal goods entering the United States through DTS PODs. CBP is also responsible for guarding against potential plant or animal infestations entering the United States through DTS PODs. All forces and material redeploying to the United States require CBP agricultural inspections.

(3) **USCG**

(a) As a law enforcement agency with primary responsibility for maritime security, the USCG is empowered with broad statutory authorities to ensure the safety and security of US ports and coastal areas and employs its legal authorities to provide waterside security for military outload operations in US SPOEs. The USCG can also deploy adaptive force packages of littoral surface assets (e.g., patrol boats) and

deployable specialized forces to be attached to CCMDs to ensure security, freedom of navigation, and safety for strategic sealift vessels transiting into SPODs.

(b) The USCG has the authority and responsibility to ensure port safety and security in designated SPOEs. To support deployment operations, the local USCG captain of the port is authorized to:

1. Coordinate and ensure adequate security at designated strategic commercial seaports as defined in the *National Port Readiness Network Memorandum of Understanding on Port Readiness.*

2. Establish and maintain security zones and safety zones to support processing, loading, and movement of military cargo.

3. Provide armed vessels and/or aircraft to enforce a moving security zone, naval vessel protection zone, or escort strategic sealift vessels.

4. Conduct ports, waterways, and coastal security surveillance and deterrence patrols.

5. Supervise and support rapid loading of cargo, including hazardous material and other sensitive cargo (supervision is conducted within provisions of US law and applicable Department of Transportation [DOT] regulations and exemptions).

6. Enlist the aid and cooperation of other federal, state, county, municipal, and private agencies to assist in the provision of security measures.

7. Inspect commercial port facilities leased by SDDC and coordinate with SDDC to implement necessary safety or security improvements to the facility.

8. Ensure owners and operators of waterfront facilities enforce regulatory access control measures.

(c) At SPODs outside of US territorial waters, USCG port security units and other capabilities (e.g., patrol boats) may be allocated to the CCDR and operate under the C2 of the joint force maritime component commander to conduct harbor defense/port security operations independently or as part of an integrated task group.

(d) Additionally, the USCG may deploy other types of deployable specialized forces or cutters to operate under the C2 of the naval component. Like USN ships, USCG cutters self-deploy, but smaller units require USTRANSCOM transportation to/from the theater of operation. Coast Guard units are entered in the TPFDD and phased to support operations. The supported CCMD planners and, when applicable, USTRANSCOM planners validate movement data of USCG units and sustainment stocks in the TPFDD and USTRANSCOM, then schedules these requirements for movement on USTRANSCOM common-user transportation.

(e) The USCG maintains two maritime security response teams, which are rapidly deployable units trained and equipped to conduct maritime security, counterterrorism, and law enforcement operations, including noncompliant and opposed boardings, in a CBRN environment. Maritime security response teams locate, identify, and triage threats from weapons of mass destruction and provide technical reachback for analysis and incident escalation.

b. **Department of Health and Human Services (DHHS).** During natural disasters or civil emergencies, DHHS assists FEMA and other national agencies in caring for the affected personnel. FEMA coordinates DHHS movement requirements and deployment and/or redeployment support.

For additional information, see JP 3-28, Defense Support of Civil Authorities.

c. **DOT.** During national defense emergencies, the Secretary of Transportation has a wide range of delegated responsibilities, including executive management of the nation's transportation resources in periods of crisis. USG-owned Maritime Administration Ready Reserve Fleet ships under control of DOT may be ordered into service under USTRANSCOM and placed under the OPCON of Commander, MSC, to support US surge sealift and sustainment during wartime, humanitarian assistance, and disaster relief or for routine operations such as exercise support when commercial assets are not available.

d. **DOS.** DOS coordinates foreign country overflight and landing rights, diplomatic clearances, and visa and/or passport requirements for all deployment operations. Additionally, DOS may be required to negotiate (or support DOD negotiation of) international agreements required for deployment operations. DOS and DOD are responsible for the noncombatant evacuation operation (NEO) program. DOS representatives may have access to embassy evacuation, marshalling, and security plans for the objective country. DOS embassy personnel should have an estimate of the number of US citizens in the country and their locations for NEO repatriation planning.

For additional information on international agreements, see CJCSI 2300.01, International Agreements.

e. **United States Postal Service.** The United States Postal Service supports joint operations through movement of essential military mail, including small Class IX repair parts. Depending on the scope of the deployment, it may require a significant amount of common-user airlift to support forward-deployed forces.

9. Other Transportation Partners or Providers

The DTS relies heavily on the commercial transportation industry to perform a multitude of strategic and theater services during deployment operations in peacetime and war. These commercial source capabilities span all modes of transportation and may include the use of USTRANSCOM-contracted US or foreign commercial air and maritime assets, as well as HNS within a joint operations area (JOA). Commercial rail,

trucking, ITV assets, and other transportation services may also be contracted to support deployment and redeployment operations. Deployment/redeployment planners should coordinate with USTRANSCOM during early planning activities to determine the availability and implications of employing commercial transportation services in any plan.

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CHAPTER III
PLANNING

"To successfully fight and win wars, we must make war planning our central focus. We will develop the best possible plans using the collective wisdom available among all military planning staffs. The products of our planning efforts must be able to stand up to the strongest scrutiny, including the ultimate test: execution."

General John M. Shalikashvili, United States Army
Chairman of the Joint Chiefs of Staff, 1993–1997

1. General

a. This chapter describes planning for deployment and redeployment. Planning occurs continuously throughout joint planning and execution functions (Figure I-1).

b. Deployment planning is initiated in plan development and continues to be developed and refined during execution. Deployment planning develops a distribution network to support the full range of activities for the movement of forces and materiel during deployment, sustainment, and redeployment and/or retrograde of an operation. It is conducted iteratively with force and support planning and may identify additional forces necessary to execute deployment functions. It is conducted at all levels of command by both supported and supporting commanders. Deployment planning activities include all actions required for the deployment of forces up to the point of their employment. It involves planning to move, receive, and integrate forces from origin to final destination. During execution, forces are allocated, sourced, and mobilized using readiness analysis. Sustainment is requisitioned or pre-positioned and forces scheduled in the TPFDD.

c. Redeployment planning is similar to deployment planning with considerations given to the distinct requirements of the redeployment. Redeployments may occur under several conditions: the transfer of personnel, equipment, and materiel from one supported CCDR's AOR to another supported CCDR's AOR to meet new operational requirements (e.g., a naval force that deploys to provide multiple CCDRs with forward presence); the re-posturing of forces within the same theater; or the return of forces to home station for reconstitution or demobilization either at the conclusion of an operation or in support of a routine rotation of forces IAW Service policies.

d. In redeployment operations involving further employment of the force in support of another JFC's operation, the planning is conducted by the gaining supported commander in the same way as deployment planning.

e. For redeployment operations that return forces to home station or demobilization station, when operationally feasible, redeployment planning is based on guidelines established for tour length, the transfer of authority between inbound and

outbound forces, the recovery and reconstitution requirements of supporting commanders and parent Services, and the demobilization of RC forces.

For more information on joint planning, see JP 5-0, Joint Planning.

2. Considerations of Operational Requirements

When conducting deployment planning, the following operational requirements should be considered:

a. **Simultaneous Requirements.** In the event of simultaneous requirements, planners must be cognizant that a TPFDD for a priority OPLAN may have some capabilities re-allocated to support global integration.

b. **Existing Distribution Plans**

(1) The USTRANSCOM *Campaign Plan for Global Distribution 9033 (CP-GD 9033)* provides a baseline assessment of the global distribution network capabilities against current and emerging requirements. It is synchronized with CCDRs' theater distribution campaign plans (TDCPs) and Service/posture plans by approaching distribution from a global perspective.

(2) Planners should consider the current *Campaign Plan for Global Distribution 9033 (CP-GD 9033)* and applicable TDCPs at the onset of deployment planning.

c. **Threat Environment**

(1) Deployment planners assess the OE and threats to the mission and the force. JIPOE addresses to what degree a potential threat can interdict, disrupt, or block deployment and redeployment operations. Threats to the force also include risk of isolation and exploitation. Consequently, force and facility protection is planned and resourced based upon the conditions of the OE generally described as permissive, uncertain, or hostile.

(a) **Permissive Environment.** A permissive environment is an OE in which HN military and law enforcement agencies have control, the intent, and the capability to assist operations that a unit intends to conduct. In this situation, entry operations during deployment are unopposed and the HN is supporting the deployment.

(b) **Uncertain Environment.** An uncertain environment is an OE in which HN forces, whether opposed to or receptive to operations that a unit intends to conduct, do not have totally effective control of the territory and population in the intended OA. In this situation, entry operations during deployment are generally unopposed but could be opposed at any point during the deployment by forces or individuals not under HN control.

(c) **Hostile Environment.** A hostile environment is an OE in which hostile forces have control, as well as the intent and capability, to effectively oppose or react to the

operations a unit intends to conduct. In this situation, the deploying force must conduct forcible entry operations to secure a lodgment for reception of the joint force to provide for the continuous landing of forces and materiel and provide space for subsequent operations, such as onward movement and integration. Should US forces be denied temporary physical access to a specific geographic location, the JFC should plan forcible entry operations from an existing forward operating site or consider the use/formation of an ISB or sea base near the objective area or forward deployed maritime forces.

For additional information on determining the state of the OE, see JP 2-0, Joint Intelligence.

(2) Planning the proper balance between deploying the force rapidly with the right mix of combat power and materiel is crucial. The JFC develops a balance that provides protection, efficient deployment, adequate support, and a range of response options to enemy activity.

(3) Protection resource limitations probably mean the staff cannot plan to protect every capability; therefore, they will need to look at prioritizing protection for critical capabilities and developing overlapping protection techniques. Additionally, protection requirements may iteratively produce force or support requirements that are integrated into deployment planning and execution.

(4) Information about the movement of forces may provide an adversary with critical insight they need to defeat a force even before it arrives in its theater of operations. It is crucial that forces coordinate with their command's operations security (OPSEC) personnel to develop appropriate countermeasures to mitigate this potential vulnerability.

d. **Communications Systems Supporting Visibility of Deployment Operations**

(1) The supported CCDR exercises control of deploying forces and resources to support the planned CONOPS and adapt to changes. As the deployment requirements of the supported CCDR change, those updated requirements must be effectively communicated to supporting and subordinate commands to optimally align their efforts.

(2) To effectively manage deployment operations, supported and supporting commands must have visibility of assets moving through DTS or in support of DOD operations. A rapidly changing OE may cause the commander to alter the planned arrangement of operations even as forces are deploying. Therefore, ITV and theater AV are critical to maintaining situational awareness and supporting decision making by commanders at all levels.

(3) Early in joint planning, the supported CCDR, through the TPFDD LOI, provides operation-specific guidance for using joint planning and execution processes and systems to provide force visibility and tracking. The CCDR's staff, during staff estimate development, should identify and examine the feasibility of providing adequate communications systems support for tentative COAs. The estimate should also address the adequacy and security of networks used to manage, store, manipulate, and transmit

operational or sustainment data. During deployment and JRSOI refinement, the supported CCDR ensures the force deployment plan provides for force visibility and tracking at all times.

(4) Communications systems and bandwidth may be a limited resource and require detailed planning to provide the appropriate level of communications resource allocations to maintain ITV and AV. Communication requirements may iteratively produce force and support requirements that must be planned for deployment. Initial phases of a deployment may not have the robust communications network required for extensive use of information systems. Phasing joint and Service communications systems into the force flow early provides a system that enables the JFC to take advantage of the automated tools available for force and sustainment tracking.

e. **Training**

(1) As an element of force planning, the supported CCDRs may identify specific predeployment training necessary to meet mission requirements.

(2) This training may be conducted at home station prior to deployment or in theater as a part of JRSOI. Deployment planning should consider the required time and resources necessary to conduct and validate mission-specific training.

f. **Infrastructure Assessment**

(1) Understanding the capabilities and limitations of the theater infrastructure and the time when assets become available is crucial for planning and executing successful deployment operations. The assessment serves as a basis to determine the forces, equipment, and materiel that must be deployed and the facility upgrades required to enhance operations. Infrastructure consists of the physical network and the resource network.

(2) The physical network or transportation infrastructure strongly influences deployment operations. A robust network of modern air and seaports, highways, railroads, petroleum distribution, and inland waterways greatly expedite the throughput of forces, equipment, and supplies. A lesser-developed, austere, or damaged infrastructure impedes deployment operations; affects POD or POE alternatives; and may require an early deployment of support capabilities, such as joint task force-port opening (JTF-PO), joint logistics over-the-shore (JLOTS), or engineer units.

(3) The resource network comprises personnel, organizations, materiel, and equipment operating within the physical network and enabling the deployment, JRSOI, employment, sustainment, and redeployment of the joint force. A thorough assessment of the physical network will lead to better understanding of the OE and more effective planning for what is required in the resource network.

(4) USTRANSCOM's En Route Infrastructure Master Plan (ERIMP) outlines the key en route locations and infrastructure required to enable deployment and redeployment

operations. Synchronized with the ERIMP, CCDR theater posture plans provide the detailed theater posture of forces, footprint, and agreements that can enable deployment and distribution. Such information serves as baseline data for planning. Figure III-1 provides some items for infrastructure assessment.

g. **HNS**

(1) When available, HNS assists in executing deployment operations. Provisions in an HNS agreement can potentially overcome logistical shortfalls and decrease the amount of equipment and cargo that has to be deployed. Elements of the agreement could include basing rights, life support, transit authority, POD services, security, power requirement generation, transportation, and infrastructure.

(2) During the COA development and selection, the CCDR's staff examines existing HNS agreements to determine what infrastructure, logistics, capabilities, and procedures are available to support the deployment. If HNS agreements do not exist, or offer limited capabilities, then the CCDR, in coordination with DOS, should start negotiating HNS agreements to obtain necessary support.

(3) Maintaining current, comprehensive base support plans and conducting periodic site surveys are critical for validating HNS agreements required for implementing specific OPLANs and CONPLANs.

h. **Operational Contract Support (OCS).** The CCDR determines whether contracted support is warranted based on mission assessment, available forces, and operational objectives. OCS is a core logistics function and a critical component of total

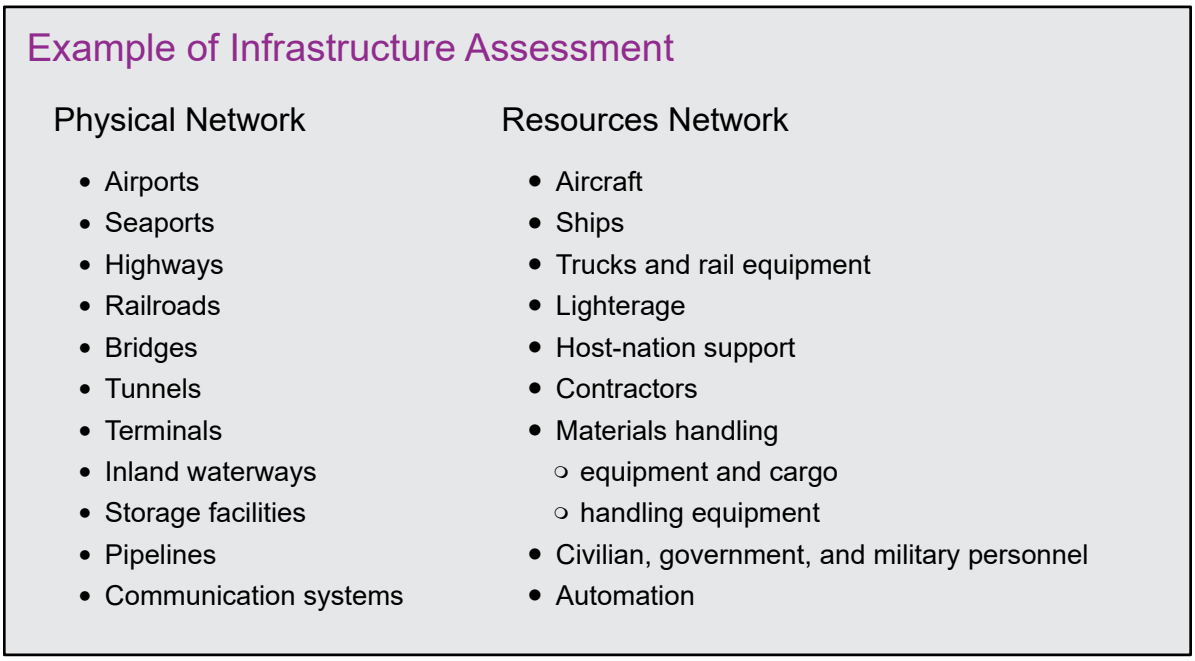

Figure III-1. Example of Infrastructure Assessment

force readiness. OCS provides the CCDR flexibility and options to employ commercially sourced logistics solutions from joint logistics enterprise partners such as logistics services, maintenance, storage, construction, security operations, and common-user commodities. When properly planned, OCS can be a significant capability that enables mission accomplishment. Factors that warrant consideration for the use of contracted support in contingency operations include the continual introduction of high-tech equipment, force structure and manning limitations, and high operating tempos. These factors may require that military forces be significantly augmented with contracted support. Accordingly, the supported CCDR, subordinate JFCs and their staffs, and Service component commanders and their staffs should be familiar with how to plan for and integrate contractors and contracted support into deployment and redeployment operations. This includes both the deployment of contractor personnel and equipment and the employment of contracted personnel and assets to facilitate deployment and redeployment operations.

For more information regarding OCS, see JP 4-10, Operational Contract Support, *and CJCSM 4301.01,* Planning Operational Contract Support.

i. **Seabasing**

(1) Seabasing is the deployment, assembly, command, projection, sustainment, reconstitution, and reemployment of joint power from the sea, without reliance on land bases within the OA. Seabasing accelerates the deployment and employment of naval power and provides JFCs with the ability to conduct select functions and tasks at sea without dependence on infrastructure ashore. As such, it minimizes the need for stockpiles ashore while positioning joint forces for immediate employment. Seabasing may be conducted from a single ship or a task-organized mix of ships. Sea-based forces' ability to react to warnings, operate free from diplomatic constraints, maneuver across the maritime OA, and provide a secure base of operations with C2 capability while minimizing the force protection requirements ashore gives the JFC an initial port and airfield at sea to conduct strike, power projection, fires, and logistics support missions.

(2) The scalable and distributed nature of seabasing provides a JFC with a means to escalate or de-escalate a conflict through the application of military pressure when and where required, independent of other basing concerns or limitations. By employing seabasing, joint forces can assemble and integrate combat capabilities in theater without necessarily exacerbating or prematurely escalating a crisis. Through seabasing, a JFC can rapidly build, integrate, and project combat power from over-the-horizon to support joint forcible entry operations, enabling a rapid transition to decisive operations. In this context, seabasing provides a JFC with options to seize/make use of multiple entry points (e.g., improved and unimproved APODs and SPODs) to support both joint forcible entry operations and other contingency operations.

For more information, see Navy Warfare Publication (NWP) 3-62M/Marine Corps Warfighting Publication (MCWP) 13-10, Seabasing.

3. Deployment/Redeployment Planning and Joint Planning and Execution

Joint planning and execution leverages a number of systems and processes. IT systems enable planner collaboration and access to shared authoritative data. Complementary systems in the planning process provide planners flexible analytical techniques for framing problems and logically developing plans or orders to accomplish missions and objectives, more specifically the deployment and redeployment operations. This section presents a framework to help align these systems during deployment and redeployment planning.

For more information regarding joint planning and execution, see CJCS Guide 3130, Adaptive Planning and Execution Overview and Policy Framework.

a. Planning Function - Strategic Guidance

(1) **Initiate Planning.** Joint planning begins when an appropriate authority recognizes a potential for military employment in response to a potential or actual crisis and issues a planning directive, guidance, or order. At this time, the JFC normally issues initial planning guidance, which could include information on the OE and the operational approach for the campaign or operation.

(2) **Abbreviated Procedures.** During a rapidly emerging crisis, the authority to begin deployment may be executed based on verbal orders. Verbal authority to deploy forces can be delegated from SecDef for specific operations and/or events. The supported CCDR may relay deployment requirements by phone, e-mail, or other expeditious means. The JS may host conference calls or video teleconferences with the supported CCDR, JFPs, joint functional manager, and FPs to abbreviate the staffing process. Verbal orders are followed by written orders that have been staffed through the GFM process as soon as practical.

(3) **Receive and Assess Planning Guidance.** The planning staff uses strategic guidance to initiate planning for deployment and redeployment operations. Strategic guidance provides specific tasks and planning guidance. Strategic guidance includes the UCP, NMS (including supplements), JSCP (including supplements), GFMIG, and force apportionment tables. Commanders also issue planning guidance to assist in planning deployment and redeployment operations.

(4) **Conduct Mission Analysis.** Some of the key mission analysis outputs that affect deployment and redeployment are operational approach; initial staff estimates; initial force identification; initial risk assessment; commander's critical information requirements (CCIRs); and the identification of tasks, limitations, and assumptions.

(a) When an organization receives a planning directive, planners should start by attempting to answer the following questions:

1. What is the commander's restated mission?

2. What specified and implied deployment and other related tasks must be performed for the mission to be accomplished?

3. What forces and capabilities are necessary to accomplish the mission?

4. Are the required forces assigned, currently allocated, or readily available on the required timeline?

5. Have any limitations been placed on deploying the force?

6. What are the command relationships?

7. What are the threats to deployment and redeployment?

(b) During mission analysis, the JFC and the staff examine imposed operational limitations, forces (i.e., assigned, apportioned, and allocated), lift capacity, and restrictions that limit the JFC's freedom of action, such as diplomatic agreements. For situations that require a quick response, planners conduct initial force analysis, reviewing what forces are assigned per the *Forces For Unified Commands Memorandum* assignment tables and what forces are allocated per the GFMAP to the supported CCDR and comparing them to capabilities required to accomplish specified and implied tasks. This effort begins to produce the initial force list, which is refined during COA development and deployment feasibility analysis. These may significantly affect the deployment scheme, and the staff must develop options to minimize the impact. Deployment/redeployment planning should consider and document the assumptions, physical and information factors, and any predicted impact enemy/neutral forces may have on the ability to deploy to or redeploy from the OE.

(c) To assist with mission analysis, the JFC develops CCIRs to facilitate timely decision making. The JFC's staff can recommend deployment-related priority intelligence requirements about the OE that become CCIRs if approved by the JFC.

(d) The JFC's planners, in coordination with their component commands, develop the sustainment and deployment functional perspectives to be included in the staff estimate during mission analysis. This informs the commander, staff, and subordinate commands how the deployment scheme supports mission accomplishment to support COA development and selection. The estimate should identify a rough order of magnitude of the available transportation capabilities and coordination requirements to support the time-phased deployment, employment, and sustainment of tentative COAs. It should include requirements for intertheater and intratheater transportation assets and requirements to protect critical transportation nodes and lines of communications (LOCs). Although mission analysis occurs at the early stages of planning, if known, consideration should be given to the requirement to document the transportation of contractor support equipment and the procedures to integrate movement details for these personnel and equipment into the force flow.

b. **Planning Function – Concept Development**

(1) **Develop COAs.** A deployment concept for each tentative COA should be developed to determine its feasibility. The deployment concept in the COA should show the force buildup, sustainment requirements, and military-political considerations. The possible use of war reserve materiel (WRM), pre-positioned stocks and equipment, and theater-provided equipment should also be included. COAs may include JTF-PO requirements (such as a contingency response group [CRG]) to augment or expand transportation infrastructure and/or airfield/seaport capabilities. Primary questions to consider for each COA are:

(a) Is the COA feasible (i.e., can the mission be accomplished within the established time, space, and resource limitations)?

(b) Is the COA acceptable (i.e., does it balance cost and risk with the advantage gained)?

(c) Is the COA complete (i.e., does it include who, what, where, when, how, and why)?

(2) **Analyze and Wargame COAs.** Deployment planners analyze each COA separately with the objective of helping to answer the primary questions stated in the previous paragraph.

(a) Wargaming is the primary means of analyzing one or more COAs and is performed using one of the following methods: a simple, but detailed, narrative; a more comprehensive "sketch-note;" or computer-aided modeling and simulation. Each critical event within a proposed COA should be wargamed based upon time available using the action, reaction, and counteraction method of friendly and/or opposition force interaction. This basic wargaming method (modified to fit the specific mission and OE) can apply to the deployment events in the COA.

(b) Within the context of wargaming, planning assumptions are challenged, shortfalls are identified, and requirements to modify the COA are identified.

(3) **COA Comparison and Decision.** Planners identify criteria relating to deployment for COA comparison, particularly focusing on the ability to deliver forces in time to meet the commander's phasing and mission essential task schedules.

(4) **Outputs.** Outputs from this activity include a refined force list, TPFDD, selected COA, initial CONOPS, commander's estimate, and planning directive.

c. **Planning Function – Plan Development**

(1) **CONOPS Refinement.** The refined CONOPS details the arrangement of simultaneous and sequential actions and activities needed to accomplish the assigned mission and remain consistent with the approved COA. This arrangement of actions dictates the sequencing of forces into the OA, providing the link between the CONOPS

and force planning. The refined CONOPS provides the basis for the development of the plan or order and its annex C (Operations).

(2) **Conduct Planning**

(a) **Force Planning.** The purpose of force planning is to refine the numbers and types of forces required to accomplish the commander's CONOPS. Force planning is conducted iteratively and in parallel with support planning and deployment/redeployment planning. The forces identified during force planning provide the basis for support and deployment/redeployment planning. However, subsequent support and deployment/redeployment planning may identify additional force requirements to conduct those respective functions and add enabling force requirements such as CS/CSS to force planning. Force planning consists of determining the list of required forces by operation phase, mission, mission priority, mission sequence, and operating area. It includes major force phasing, integration planning, and force list development. Force planning is the responsibility of the CCDR, supported by component commanders in coordination with the Joint Force Coordinator, JFPs, and FPs.

1. Force planning, in a rough order of magnitude, begins early during CONOPS development and focuses on applying the right force to the mission while ensuring force visibility, force mobility, and adaptability. The commander determines force requirements, provides guidance for development of a TPFDD LOI or supplement to the standing joint TPFDD LOI specific to the OA, and plans force modules to align and time-phase the forces in the notional TPFDD IAW the CONOPS. The TPFDD LOI provides operation-specific guidance for utilizing joint planning and execution processes and systems to provide force visibility and tracking, force mobility, and operational agility through the notional TPFDD and validation process. It provides procedures for the deployment, redeployment, and rotations of the operation's forces. The TPFDD LOI provides instructions on force planning, sourcing, reporting, and validation. It defines planning and execution milestones and details movement control procedures and lift allocations to the commander's components, supporting commanders, and other members of the JPEC. A TPFDD must ensure force visibility, be tailored to the phases of the CONOPS, and be transportation feasible. Proper force planning informs the commander of the quantity and readiness of major forces and elements available, depending on the context of the situation, from those listed as assigned, currently allocated, or in the apportionment tables. They are included in the supported commander's CONOPS by operation phase, mission, and mission priority. Service components then collaboratively make tentative assessments of the specific sustainment capabilities required IAW the CONOPS.

For more information regarding TPFDD LOI development, see CJCSM 3122.02, Joint Operation Planning and Execution System (JOPES), Volume III (Time-Phased Force and Deployment Data Development and Deployment Execution).

2. Upon direction to execute, the CCDR submits an RFF to the JS, initiating the allocation execution function within joint planning and execution. After the CCDR has submitted the RFF, JS J-3 validates it and assigns it an appropriate priority based on the CPG, JSCP, and the Joint Prioritization Table discussed in the NMS. JS J-1 conducts a similar process for joint individual augmentation requirements. Once force requirements are validated, the Joint Force Coordinator and JFPs/joint functional manager coordinate with the FPs and supported CCDR to evaluate sourcing options and risks and recommend a sourcing solution for each requirement. The Joint Force Coordinator staffs the joint sourcing recommendations with the supported CCDR and FPs prior to forwarding to SecDef via the SDOB.

For a detailed explanation of the GFM allocation process, see CJCSM 3130.06, Global Force Management Allocation Policies and Procedures.

3. When planning during crisis, the supported commander may identify force requirements as operational capabilities in the form of force packages to facilitate sourcing. A force package is a list (group of force capabilities) of the various forces (force requirements) the supported commander requires to conduct the operation described in the CONOPS. The supported commander typically describes required force requirements in the form of broad capability descriptions or unit type codes (UTCs), depending on the circumstances. The supported commander submits the required force packages through the JS to the FPs for sourcing. FPs review the readiness and availability posture of their available units before deciding which units to nominate to the supported commander's force requirements. Services and their component commands also determine mobilization requirements and plan for the provision of individual augmentee sustainment. The supported commander normally reviews the sourcing recommendations through the GFM process to ensure compatibility with capability requirements and CONOPS.

(b) **Support Planning.** The purpose of support planning is to determine and sequence logistics and personnel support IAW the CONOPS. Support planning is conducted in parallel with other planning and encompasses such essential factors as essential information integration through communication synchronization, lead component identification, responsibility for base operating support, communications and network support, airfield operations, management of individual augmentees, health support, personnel service support, personnel management and visibility, financial management, handling of enemy prisoners of war and detainees, theater engineering policy, logistics-related environmental considerations, support of NEOs and other retrograde operations, and security cooperation. Planners should also identify potential nonorganic (e.g., HNS or OCS) requirements.

1. The CCDR and their subordinate commanders review their inter-Service support agreements. The CCDR decides if they desire to delegate directive authority for a common support capability to a subordinate JFC or Service component commander and determine the function and scope of the specific authority. The CCDR also decides whether to assign specific common-user logistics functions to a lead Service and what size, roles, and functions a JDDOC will have if a common-user logistics lead is

assigned. The CCDR planning guidance should clearly articulate the degree of reliance on HNS, acquisition and cross-servicing agreement (ACSA), or contract support within each phase of operation. Finally, the CCDR may elect to control logistics through the logistics directorate of a joint staff, or the CCDR may elect to assign logistics control to a subordinate Service component.

2. Support planning is primarily the responsibility of the Service component commanders and begins during CONOPS development. Service component commanders identify and update support requirements in coordination with the Services, DLA, and USTRANSCOM. They initiate the procurement of critical and low-density inventory items, determine HNS availability, determine contractor support requirements and plans, develop plans for AV, and establish phased delivery plans for sustainment in line with the phases and priorities of the CONOPS. They train for and develop battle damage repair plans, repairable retrograde plans, container and 463L pallet management plans, force and LOC protection plans, and supporting phased transportation and support plans aligned to the CONOPS, and they report movement support requirements.

For further information on planning for and management of intermodal equipment in theater, see Defense Transportation Regulation (DTR) 4500.9-R, Defense Transportation Regulations, *Part VI,* Management and Control of Intermodal Containers and System 463L Equipment, *and JP 4-09,* Distribution Operations.

3. Service component commanders develop and refine their mission support, movement infrastructure, sustainment, and distribution requirements as the force planning further identifies force requirements. The Service components develop their support plans in conjunction with their corresponding Service HQ and DOD agencies. During distribution planning, the supported CCMD, USTRANSCOM, and DLA resolve gross distribution feasibility questions impacting intertheater and intratheater movement and sustainment delivery. If these feasibility questions identify shortfalls due to inadequate resources, then planners address these shortfalls.

4. USTRANSCOM and other transportation providers identify air, land, and sea transportation resources to support the approved OPLANs. These resources may include assumed available intertheater transportation, CCDR-controlled theater transportation, transportation organic to the subordinate commands, and contracted transportation. USTRANSCOM and other transportation providers develop transportation schedules for movement requirements identified by the supported commander. A transportation schedule does not necessarily mean the supported commander's TPFDD is transportation feasible; rather, the schedules provide the most effective and realistic use of available transportation resources in relation to the phased TPFDD. See JP 4-01, *The Defense Transportation System,* for more detailed capabilities and roles and responsibilities of USTRANSCOM.

5. Installation planners conduct a deployment analysis based on early information acquired to determine potential scenarios, mission requirements, and COAs.

From those assessments, installation planners determine how to best support the deployment.

(c) **Nuclear Strike Planning.** Specialized planning is typically conducted by USSTRATCOM in coordination with the supported CCMD. Commanders should assess the military and strategic impacts these operations would have on operations to include deployment planning and execution.

For more information on assessing the impacts of nuclear operations, see JP 3-72, Joint Nuclear Operations, *and JP 3-11,* Operations in Chemical, Biological, Radiological, and Nuclear Environments.

(d) **Deployment/Redeployment Planning.** Deployment and redeployment planning is conducted continuously for all approved plans/orders and crises. Planning for redeployment should be considered throughout the operation and is best accomplished in the same time-phased process in which deployment is accomplished. In all cases, mission requirements of a specific operation determine the scope, duration, and scale of both deployment and redeployment planning. Unity of effort is critical, since both deployment and redeployment operations involve numerous commands, agencies, and functional processes. Because the ability to adapt to unforeseen conditions is essential, supported CCDRs' deployment plans must be able to support global force visibility requirements. When planning for operations that may be enduring, consideration is given to force rotations. Units must rotate without interrupting operations. Planning should consider JRSOI, turnover time, relief-in-place and transfer of authority, and time it takes for the outbound unit to redeploy. This information is vital for the FPs, Joint Force Coordinator, and JFPs to develop force rotations in the GFMAP annex schedule if the operation is executed.

(3) **Deployment and Redeployment Concept**

(a) Supported CCDRs develop a deployment concept and identify specific predeployment standards necessary to meet mission requirements. The Services and supporting CCDRs ensure unit OPLANs/CONPLANs are prepared, forces are tailored and echeloned, personnel and equipment movement plans are complete and accurate, command relationships and integration requirements are established and identified, mission-essential tasks are rehearsed, mission-specific training is conducted, force protection is planned and resourced, and sustainment requirements are identified.

(b) Careful and detailed planning ensures only required personnel, equipment, and materiel deploy; unit training is tailored; missions are fully understood; deployment changes are minimized during execution; and the flow of personnel, equipment, and movement of materiel into theater aligns with the CONOPS.

(c) Supported CCDRs develop a redeployment CONOPS to identify how forces and materiel will redeploy either to home station or to support another JFC's operation. Effective redeployment operations are essential to ensure that supporting

services and rotational forces have sufficient time to fully source and prepare for the next rotation.

(d) CCDRs may not have all planning factors to fully develop the redeployment CONOPS. However, by using their TDCPs as the best available information for redeployment requirements, timelines, and priorities, the efficiency and effectiveness of redeployment operations may be greatly improved. Topics addressed in this early stage of a redeployment CONOPS may include a proposed sequence for redeployment of units and individuals, as well as retrograde of materiel. The timing of redeployment operations should consider customs and agriculture clearance requirements. Responsibilities and priorities for recovery, reconstitution, and return to home station may also be addressed, along with transition requirements during mission handover. In the force deployment process, a unit deploys and at the end of mission, redeploys. If the mission is enduring, the incoming unit arrives and conducts JRSOI and transfer of authority, and then the outgoing unit redeploys. No CCDR redeployment order is required to conduct a standard rotation or for a unit to redeploy at the end of a rotation ordered in the GFMAP. When a unit or portion of a unit is no longer required due to end of mission, the CCDR orders redeployment. The redeployment order notifies the FP that the unit is no longer required.

(4) **Plan Refinement.** As planning is conducted, planners analyze the plan's feasibility and identify shortfalls. Planning continues to reconcile identified shortfalls in resources or authorities that impede plan feasibility. Reconciliation is iterative between force, support, and deployment planning as planners attempt to satisfy or mitigate shortfalls or feasibility limitations. Plan refinement is conducted by the supported CCDR in coordination with supporting CCDRs, Joint Force Coordinator, JFPs, applicable joint functional managers, Service HQs, FPs, USTRANSCOM (as both a mobility JFP and DOD single manager for transportation), and DLA.

(5) **Plan Review, Approval, and Transition.** When the plan or operation order (OPORD) is complete, JS J-5 coordinates with the JPEC for review. The JPEC reviews the plan or OPORD and provides the results of the review to the supported CCDR and CJCS. The CJCS reviews and provides recommendations to SecDef, if necessary.

(6) **Outputs.** Deployment-related outputs from this planning activity include the completed plan or order, transportation feasible notional TPFDD, and transition products.

d. **Planning Function – Plan Assessment.** The purpose of this function is to measure a plan's effectiveness in accomplishing its prescribed objectives. The results of a plan assessment may lead to a decision to pursue one of four outcomes for the plan: refine, adapt, terminate, or execute.

(1) **Refine.** Refining a plan's deployment and redeployment operations may be required due to a changing OE; evolving guidance or direction; or as a result of force, support, or deployment planning. Refinement efforts for the deployment and redeployment operations may continue into execution.

(2) **Adapt.** A plan's deployment and redeployment operations may require substantial updates due to significant changes to guidance and direction or large changes in the OE.

(3) **Terminate.** When a planning requirement is terminated, the deployment and redeployment operations associated with that plan are terminated as well.

(4) **Execute.** Planning of deployment and redeployment operations continues into the execution functions as execution of the deployment and redeployment occurs.

e. **Planning during Execution.** As deployment operations transition into execution, deployment planning continues to refine and implement current plans or else adapt to changes in the OE.

(1) Movement planning during execution integrates the activities and requirements of units with partial or complete self-deployment capability, activities of units that require lift support, and the transportation of sustainment and retrograde. Movement planning performed during this phase supports and enables the movement phase of the joint deployment and redeployment process and is directly tied into the deployment, distribution, and redeployment execution functions. Movement planning is collaborative and is enhanced by the coordinated use of simulation and analysis tools. One of the products used to coordinate and document the movement planning is the TPFDD. A TPFDD is a documentation of the phased movement of forces and support pending execution sourcing. Upon sourcing, FPs and Service components develop unit-refined movement/embarkation data within the corresponding Service systems, creating their portion of the deployment and movement plan. The unit-level deployment and movement data is consolidated and exported into JOPES IT. FPs then verify their specific requirements indicating that the execution sourcing and associated deployment data is accurate.

(a) The supported command is responsible for movement control, including sequence of arrival, and exercises this authority through validation of ULNs in the TPFDD. While planning the force flow, the supported CCDR carefully balances the force mix and arrival sequence of combat forces, CSS units, and contracted and HNS capabilities to ensure deployment support and throughput requirements can be met. Supporting CCDRs and Service component commanders responsible for deployment operations refine and verify unit force and deployment data and validate and continuously review the TPFDD for changes that may occur. As with any dynamic process, external changes in the OE, as well as those within the force, necessitate corresponding changes to the flow of forces (personnel, equipment, and materiel). During execution, the supported command may sequence movement within the limits of SecDef force allocation ordered in the GFMAP. The supported commander uses organic and nonorganic lift, common-user, and strategic lift resources. Competing requirements for limited strategic lift resources, support infrastructure, and intratheater transportation assets are assessed in terms of impact on mission accomplishment. If additional forces/capabilities are required, the supported CCDR identifies the requirements and provides rationale for those requirements in an RFF.

(b) The supported command planners prepare movement plans with consideration of operational priorities and any movement constraints (e.g., beddown, CBRN contamination of POE/POD, cargo, or lift assets). The planners should consider en route staging locations and the ability of these locations to support the scheduled activity. This information, together with an estimate of required site augmentation, is communicated to appropriate supporting commanders. USTRANSCOM, in consultation with the supported CCDR, conducts and assesses transportation feasibility analysis and develops recommendations on final POE selections for units without organic lift capability. Movement feasibility requires current analysis and assessment of movement C2 structures and systems; available organic, strategic, and theater lift assets; transportation infrastructure; and competing demands and restrictions.

(c) After coordinated review of the movement analysis by USTRANSCOM, the supported CCDR, in coordination with the JFPs and component commands, may adjust the deployment CONOPS to improve movement feasibility where operational requirements remain satisfied. CDRUSTRANSCOM should adjust intertheater transportation assets to meet the supported commander's operational requirements. If this is not an option due to requirements from other commanders, then the supported commander adjusts the force flow and the TPFDD requirements or is provided additional intertheater and intratheater lift capabilities using (but not limited to) CRAF and/or Voluntary Intermodal Sealift Agreement capabilities as necessary to achieve end-to-end transportation feasibility.

(d) Operational requirements may cause the supported commander and/or subordinate commanders to alter their plans, potentially impacting the deployment priorities or TPFDD requirements. Planners should understand and anticipate the impact of change. There is a high potential for a sequential pattern of disruption when changes are made to the TPFDD. A unit displaced by a change might not simply move on the next available lift but may require reprogramming for movement at a later time. This may not only disrupt the flow but may also interrupt the operation. Time is also a factor in TPFDD and force flow changes. Airlift can respond to short-notice changes but at a cost in efficiency. Sealift, on the other hand, requires longer lead times and cannot respond to change in a short period. These plan changes and the resulting modifications to the notional TPFDDs are handled during the planning cycles.

(2) **JRSOI Planning.** The supported CCDR conducts JRSOI planning to ensure deploying forces arrive and become operational in the OA as scheduled. Establishing personnel visibility for force protection purposes is necessary for joint forces immediately upon their arrival in the OA, and plans to accomplish this task are issued by the CCDR manpower and personnel staff. Effective integration of the force into the joint operation is the primary objective of the JRSOI phase.

(3) **Deployment and JRSOI Refinement.** The supported command conducts deployment, JRSOI, and planning TPFDD refinement in coordination with the JS, JFPs, USTRANSCOM, Services, and supporting commands. The purpose of the deployment and JRSOI refinement is to ensure the force deployment plan maintains force mobility

throughout any movements, provides for force visibility and tracking at all times, provides for effective force preparation, and fully integrates forces into a joint operation while enabling unity of effort. The refinement conference examines planned missions, the priority of the missions within the operation phases, and the forces assigned to those missions. By mission, the refinement conference examines force capabilities, force size, support requirements, mission preparation, force positioning/basing, weapon systems, major equipment, force protection, and sustainment requirements. The refinement conference should assess the feasibility of force closure by the CRD and the feasibility of successful mission execution within the time frame established by the commander under the deployment concept. The refinement conference should assess potential success of all force integration requirements. Transition criteria for all phases should be evaluated for force redeployment including rotation requirements.

(4) **Planning Changes.** Tactical and intelligence considerations, force and non-unit cargo availability, availability of strategic lift assets, en route losses, and POE and POD capabilities may necessitate changes to the original plan.

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CHAPTER IV
PREDEPLOYMENT AND PRE-REDEPLOYMENT ACTIVITIES

"To a conscientious commander, time is the most vital factor in his planning. By proper foresight and correct preliminary action, he knows he can conserve the most precious elements he controls, the lives of his men. So he thinks ahead as far as he can. He keeps his tactical plan simple. He tries to eliminate as many variable factors as he is able. He has a firsthand look at as much of the ground as circumstances render accessible to him. He checks each task in the plan with the man to whom he intends to assign it. Then—having secured in almost every instance his subordinates' wholehearted acceptance of the contemplated mission and agreement on its feasibility—only then does he issue an order."

General Matthew B. Ridgway, United States Army
***The Korean War,* 1967**

1. General

Predeployment is the second phase in the joint deployment and redeployment process. Predeployment activities are functions that planners and commanders must complete to successfully move to their designated POE. A majority of these functions are performed at the unit level, linking the installation/base/unit deployment/redeployment efforts to the overall strategic movement. This chapter addresses the activities for deployment and redeployment taken to prepare forces to execute a deployment/redeployment operation before actual movement.

2. Deployment Prepare the Force Activities

a. Select forces may deploy within hours or days from receipt of a DEPORD, while other units may deploy on a timeline of days to several weeks. Regardless of the deployment timeline, myriad predeployment activities must be accomplished to deploy the force with their required equipment and supplies. These actions range from the strategic to the tactical level. At the strategic and operational levels, TPFDD sourcing/refinement and transportation feasibility may continue well into this phase. At the installation and unit level, activities range from personnel and equipment status confirmed and upgraded to conducting required training. Deployment timelines dictate available time to conduct prepare the force activities, which include activating deployment and C2 support organizations, conducting movement and support meetings, developing a unit deployment list (UDL), identifying shipping/handling requirements, and conducting required training.

(1) **Activate Deployment and C2 Support Organizations.** Commanders and their deployment planners at all levels develop plans for the key activities that a deploying unit must perform to support their timely deployment. These activities vary based on unit location and deployment mode/node, but a key deployment enabler at all levels is the activation of **deployment and C2 support organizations.** These organizations play a major role in activating and synchronizing support activities for deploying units. These

support activities vary but may include medical and personnel support facilities; supply and maintenance activities; and critical deployment nodes, to include railheads, airfields, and seaports.

(2) **Conducting Movement and Support Meetings.** Movement and support meetings are typically held at the strategic through tactical levels to discuss deployment planning and operations. Identifying and resolving transportation shortfalls or limitations are key areas addressed during these meetings. Transportation planners at the strategic level participate in the development of collaborative transportation solutions and offer alternate COAs if transportation feasibility analysis indicates transportation shortfalls and the desired CCDR deployment timelines cannot be met with existing strategic mobility triad assets. Resolving these **shortfalls** may require resolution at the JS level so identifying transportation shortfalls early is critical to obtaining a timely resolution. At the tactical level, identifying and resolving transportation shortfalls and/or limitations should also occur early in these **movement and support meetings.** Requesting and receiving additional transportation assets such as railcars and commercial heavy equipment transporters or containers may be time-consuming and should be done early on. Another key interface required during these meetings is between the deploying units and the C2 elements of the APOEs and SPOEs. A multitude of topics may be discussed and coordinated at these meetings. Port support activity (PSA) requirements and availability of ITV infrastructure and processes to be used are two topics that require special consideration. Transportation planners may also find it beneficial to conduct site surveys at the POEs prior to these support meetings. Coordination with local, state, or HN authorities for movement permits for equipment being convoyed to the POEs is another separate but critical task. Coordination done at these meetings with the POE C2 elements or local/HN authorities provides the foundation for a successful transition to the establishment of PSAs or arrival/departure airfield control group (A/DACG) during the **assemble and marshal** forces activities.

(3) **Develop UDL and Identify Shipping/Handling Requirements.** Developing the UDL and unit refined movement data, identifying shipping/handling requirements, and conducting required training are primarily the responsibility of the deploying unit. Accuracy of the UDL is critical as strategic transportation planners commit USTRANSCOM lift assets based on the information within the UDL because incorrect data can lead to inadequate assets available to move deploying units. Not identifying equipment in a timely manner could affect the JOPES validation process.

(4) **Conduct Required Training.** Commanders should ensure all required training is identified and planned for the deploying force. CCDR predeployment requirements are captured in the GFMAP (Annex E).

b. Deployment planners should account for concurrent sustainment activities in their overall plans. Activities in the planning phase may capture the basic requirements for the movement of sustainment, but planners have to finalize sustainment movement plans as part of their predeployment activities. Conducting this planning in a collaborative environment enables USTRANSCOM to gain and maintain visibility on all known strategic movement

requirements, facilitating responsive support by the strategic mobility triad. Preplanned sealift that supports sustainment requirements is also a part of predeployment activities.

c. The supported commander establishes the policy, procedures, priorities, and LOCs for sustainment activities. Normally, the commander immediately begins to submit demand-based or "pull" sustainment requirements for Services to resupply their forces in theater. In the absence of the commander's specific guidance and requirements, each of the Services sustains its forces using Service methodologies, which may include initially "pushing" sustainment to its forces. Sustainment supplies do not always follow the designated deployment LOC since some supplies (petroleum, oils, and lubricants [POL] and ammunition) require special handling facilities and could result in significant disruption of port activities. Optimizing port throughput is a primary factor in balancing pull and push sustainment procedures.

d. Transportation planners must be aware that sustainment movement and its required intertheater lift is handled differently than deployment intertheater lift. Time-phased deployment requirements are developed, sourced, refined, and validated in JOPES for USTRANSCOM movement scheduling. Intertheater airlift for deployment operations is requested through JOPES. Normally, some sustainment is planned as part of the deployment TPFDD developed in JOPES IT. However, as the operation progresses, intertheater sustainment airlift becomes more requirements based. Channel service or express service airlift is the normally planned method for the movement of sustainment by air. This process involves sustainment moving on predetermined channels that are established IAW existing regulations.

e. Supply and support requirements of deploying forces consist of two major categories: unit-related supplies and equipment and non-unit-related supplies and equipment.

(1) Unit-related supplies and equipment include a unit's organic equipment, basic load, and accompanying supplies. Unit-related supplies and equipment are configured (palletized or containerized) and documented for deployment by the unit. Unit planners enter movement data for unit-related supplies and equipment in the UDL and later into the TPFDD.

(2) Non-unit-related supplies and equipment include all supply sustainment support requirements that are not identified for a specific unit. They include pre-positioned war reserve stock, sustaining supplies, and resupply. Non-unit-related supplies and equipment are configured and documented as cargo increment numbers for deployment by the sourcing organization and provided for distribution in theater by DLA and Service component logistic units.

f. **Non-Unit-Related Personnel (NURP).** NURP includes all personnel requiring transportation to or from an OA, other than those assigned to a specific unit (e.g., filler personnel, replacements, temporary duty or temporary additional duty personnel, civilians, medical evacuees, and retrograde personnel). NURP are normally moved via commercial transportation from losing organizations to designated replacement locations. The Services

designate organizations to coordinate strategic lift requirements with USTRANSCOM for movement of NURP from designated origins into theater based upon deployment requirements incorporated into the notional TPFDD during planning. Those requirements are integrated into transportation and reception plans and used to determine the number and location of US replacement centers and APOEs required to support the deployment.

For additional information on NURP, see JP 4-01, The Defense Transportation System.

3. Schedule Movement for Deployment

a. Movement scheduling is an iterative process done at every level of supported and supporting commands to transport, move, or deploy the right forces (unit-related personnel and equipment) and sustainment (NURP, supplies, and equipment) to the right place at the right time. Transportation planners should become familiar with JOPES and its Web Scheduling and Movement (Web SM) sub-system application, as this is the primary source for up-to-date scheduling movement data. Schedule movement consists of five activities:

(1) Receive strategic movement schedule.

(2) Receive/assess movement and lift schedule.

(3) Receive port calls.

(4) Confirm movement clearances.

(5) Build and publish schedule of events.

b. Supported and supporting CCDRs receive **strategic movement schedules** as they are scheduled and registered in JOPES and the Web SM application. These strategic movement schedules provide critical information for deployment planners, and, as such, planners should assess lift schedules to determine if these schedules support the overall operational timelines of the deployment. Lift shortfalls and other scheduling discrepancies are reconciled at the earliest opportunity with USTRANSCOM to prevent delays in the overall strategic deployment plan/operation. Once the strategic movement schedules are published, supporting commanders and their units/installations receive a port call message from SDDC for surface movement. Installations and commands at the tactical/local level should use the port call information to finalize movement planning and coordination.

c. Movement control elements confirm diplomatic and ground movement clearances with HN, state, and governmental agencies. This requirement may be a very simple one for local/tactical units involved in the deployment; however, it may also be a strategic-level task. Strategic transportation planners may be required to request and confirm multiple HN road/rail and port clearances for ground deployments, as well as DOS coordination for obtaining diplomatic clearances for aircraft overflights.

d. Movement instructions are published based on JOPES strategic lift schedules and the supported commanders' movement priority. These detailed instructions enable installations and commanders at all levels to build and publish a schedule of events for their own deploying timelines. The schedule of events should be based on the date deploying units and equipment arrive at the POE on or before the scheduled available-to-load date (ALD) shown in JOPES. All supporting commanders and deployment planners should realize their movement schedules are part of the overall time-phasing of forces and, as such, little or no deviation to the published schedule of events is allowed to complete the deployment in the timelines planned.

4. Assemble and Marshal Forces for Deployment

a. Assembly and marshalling involve bringing together personnel, supplies, and equipment in preparation for final movement to the POE. They comprise four activities:

(1) Assemble personnel and cargo.

(2) Conduct unit inspection, load equipment, and prepare.

(3) Sequence loads.

(4) Establish support organization at the POE.

b. Establishing support organizations at the POE is an activity that is coordinated and planned in the earlier predeployment movement and support meetings. Strategic and tactical interface occurs within this task as support units move to their designated POEs and begin the process of preparing to load cargo vessels and aircraft. Also as part of this activity, units establish support functions such as movement to their POEs.

c. Assembly and marshalling of forces are interrelated and, as such, may occur simultaneously. A critical task for all units to accomplish within these activities is to ensure proper ITV occurs for deploying equipment and supplies. This entails the writing of data-rich or license plate radio frequency identification (RFID) tags for deploying organizational equipment and multimodal containers prior to movement to the POEs; regardless of whether data rich or license plate RFID tags are used, shipment data is uploaded to the radio frequency ITV system server. Timelines to accomplish this critical ITV task may vary, but for planning purposes, deployment planners should schedule this critical event prior to the completion of assembly and marshalling forces. Commanders and deployment planners should refer to the DTR and internal Service policies for detailed instructions on RFID data requirements. At a minimum, they should plan to provide content-level detail IAW the DTR RFID tag data standards. Correct utilization of RFID tags (data rich or license plate) provides the entire DTS the capability to have timely and accurate information on deploying and redeploying cargo movements.

d. Correctly manifesting deploying personnel is also a critical task that requires planning and proper execution. The DTR requires the manifesting of all deploying personnel. For

deployment by air, the passenger terminal or base operations at the POE and en route stops are normally responsible for passenger manifesting. However, the aircraft commander is ultimately responsible for compliance with these procedures. For unit moves, the respective Service deployment AIS is the primary means to generate and transmit an electronic manifest.

For further information on passenger manifesting, see DTR 4500.9-R, Defense Transportation Regulations, *Part I,* Passenger Movement.

5. Redeployment Prepare the Force Activities

a. A successful redeployment requires the planning and execution of "prepare the force" activities similar to those used in deployments. The execution of these pre-redeployment activities will not be identical to deployment activities due to the OE, available resources, and the force structure of the redeploying units. As such, procedures and unit-level activities may vary from those performed during a deployment, but these activities require detailed planning for a successful redeployment operation. Redeployment prepare the force activities also have a unique sixth activity: complete equipment and supply/materiel disposition actions. This activity is done only in the redeployment process and requires a detailed planning effort since this activity may significantly affect the amount of equipment that is redeployed.

b. Within the redeployment activity, activate deployment and C2 support organizations redeployment planners at the supported CCMD should establish clear C2 channels for redeployment operations. The CCDR's JDDOC is an organization that may be capable of performing much of this mission, but planners should clearly identify the JDDOC role in redeployment operations.

c. Planners and unit commanders are required to conduct a multitude of movement coordination and support meetings as they plan redeployments. Force protection is a topic that should be addressed throughout this activity and requires a significant amount of planning. Contract or HN security may be used as forces reach staging bases and turn in their equipment and Class V. If contract security is used, planners should work closely with the requiring activity, contracting officer, or contracting officer representative to establish the requirement and to ensure the capability is present throughout the redeployment process. As redeployments continue, fewer military personnel and equipment are available to execute redeployment tasks. Thus, planners should consider the use of HNS or contracted support to provide personnel or cargo handling equipment to resolve transportation shortfalls. As part of this activity, a pre-redeployment site survey (the reverse of the predeployment site survey) may be required for any POE or staging base used. Staging bases used for redeployment operations may be either a Service component operated base or a joint base with all Service units passing through. Regardless of the organizational structure of the staging base, redeployment planners should coordinate support to assist units in SAs with actions such as:

(1) Turn-in of excess supply stocks and pre-positioned equipment.

(2) Reconstituting and cross-leveling of supplies and equipment.

(3) Identify requirements for loading on pallets, containers, and flat racks (e.g., blocking and bracing material).

(4) Repacking and loading for movement.

d. US customs and agricultural requirements are two areas that require special planning considerations and coordination during redeployment site surveys and support meetings. Wash rack operations/facilities and secure equipment SAs at the POE are topics dealt with at the unit/tactical level but have a major impact on the overall joint deployment movement phase and movement schedules.

e. The unique sixth activity done during pre-redeployment is complete equipment disposition. Redeployment and sustainment planners must collaborate early in the redeployment planning phase to develop and implement a cohesive disposition plan and timeline for excess supplies and equipment materiel. Equipment earmarked for this disposition action or a foreign military sales (FMS) program is not included in the UDL or redeployment TPFDD.

f. Redistribution and retrograde of supplies and materiel are critical in completing equipment disposition. Significant national resources are invested in supplies and materiel to support joint operations. The following are some of the guidelines for redistribution:

(1) Non-unit redeployed equipment and supplies are redistributed according to plans developed by the JS, DLA, and the Services with input from the CCDRs.

(2) A significant amount of sustainment materiel may be in transit when a requirement is reduced. This materiel is diverted or redirected as required. Discipline in maintaining ITV facilitates this part of redeployment planning. Forces waiting for redeployment should consume theater stocks and materiel. Distribution management centers should cease requisitioning from outside the theater, to the extent possible.

(3) Retrograde recipients may include other forces that are in the force generation cycle preparing for deployment, HNs, Service materiel commands, DLA, and General Services Administration distribution centers.

(4) In the redistribution process, equipment may be available for FMS or grant programs, such as excess defense articles, to support national interests and policies.

(5) The safe redeployment or retrograde of equipment with previous or residual contamination should be limited to critical items unless equipment has been assessed to be safe or meets clearance standards. This information supports detailed planning for equipment consolidation sites and contamination mitigation assets required by the CBRN retrograde support element. The safety of service and transport personnel is of foremost concern during the redeployment and retrograde of equipment with potential residual or low-level contamination.

For more information on retrograde considerations, see JP 4-09, Distribution Operations.

6. Schedule Movement for Redeployment

a. The five schedule movement activities discussed for deployment are also applicable to redeployment. Normally, notional redeployment TPFDDs are developed during redeployment planning and updated and refined during execution as the redeployment window approaches. Redeploying forces are tailored and prioritized for redeployment based on the supported CCDR's intent expressed in the OPLAN or redeployment plan. During redeployment preparations, it is a Service-/unit-level responsibility to update unit movement data to reflect changes to the UDL. Subordinate organizations and component commands verify unit movement data to the supported CCDR for redeployment TPFDD validation. USTRANSCOM develops the redeployment strategic movement schedule after receiving the validated TPFDD from the supported CCDR.

b. The supported CCDR has the primary responsibility for redeployment planning and execution. The redeployment plan is the basis for movement schedule timelines for redeploying forces. Similar to deployment, CCDRs and supporting Services input their data into JOPES and the scheduling and movement application. These schedules provide dates for units to arrive at SPOEs and APOEs. Planners should focus on units arriving at the POEs on the ALDs as they develop and publish their internal redeployment movement schedules.

7. Assemble and Marshal Forces for Redeployment

a. A successful redeployment also requires the planning and execution for all the assembling and marshalling forces activities. These redeployment activities are the same as those performed during deployment and may require additional time and locations. There is also an additional redeployment activity: prepare and conduct customs/agricultural inspections.

b. Assembling and marshalling forces activities may begin at the tactical level with units withdrawing from OAs and moving to tactical assembly areas (TAAs) to begin their preparation for redeployment. Units may then move to a staging base close to their POEs and then to the POE and its supporting marshalling areas. Redeployment planners should plan for the establishment of support organizations at the POE, with the understanding that redeploying units may not have the assets required to fully support this task or to prepare their equipment for redeployment. Supporting unit assistance or contractor support may be required.

c. The task of preparing and conducting customs/agricultural inspections is one that is uniquely linked to pre-redeployment operations. Redeploying forces must meet US or HN customs and agricultural requirements before they can redeploy. Supported commanders are responsible for establishing a customs and border clearance program using CBP trained and certified agents. This ensures redeploying personnel, equipment, and materiel comply with US customs and agricultural entry requirements for their redeployment destination. An approved and established Customs and Border Clearance Program must be in place prior to

redeployment to clear personnel, cargo, and battle-damaged equipment returning to the United States for disposition.

(1) US customs clearance and CBP inspection and wash-down of all personnel, equipment, vehicles, and retrograde cargo redeploying to the United States is IAW DOD policy.

(2) Customs/agricultural inspections requirements for forces returning to home station in a foreign country are different from those for units returning to the United States. Redeployment planners should determine these requirements in coordination with their HNs and coordinate inspections with the HN accordingly.

(3) Unit commanders are responsible for ensuring the requirements specified in DTR 4500.9-R, *Defense Transportation Regulations,* Part V, *Customs,* Chapter 505, are met and that procedures are followed to prevent agricultural pests, including soil on retrograde, from entering the United States when that unit is returning personnel and/or equipment to the United States. Unit commanders are also responsible for ensuring the HN requirements are met when moving equipment or cargo across national borders.

(4) Port and transportation commanders ensure that the requirements specified in DTR 4500.9-R, *Defense Transportation Regulations,* Part V, *Customs,* Chapter 505, are met and that procedures are followed. They do not allow the movement of cargo or cargo containers from their facilities unless they are free of soil, pest infestation, and prohibited agricultural items.

d. Cargo documentation is one of the many activities that occur during the last three activities of assemble and marshal forces for redeployment. Commanders ensure cargo documentation follows existing Service and CCDR policies. The rush to return to home/demobilization station may bring about severe problems unless command emphasis is placed on accurately marking and documenting redeploying cargo. Unit movement data provided to TCCs must be correct to document cargo properly to prepare manifests for redeployment. Transportation planners should strive to maintain unit integrity for redeployment as it is as critical to readiness as it is during deployment.

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CHAPTER V
MOVEMENT

"The USTRANSCOM [United States Transportation Command] team's approach to building and providing winning logistics solutions starts always by building and leveraging a partnership with those that we serve."

General Duncan J. McNabb, Commander, United States Air Force
United States Transportation Command
September 2008–October 2011

1. General

a. This chapter describes the movement phase of the joint deployment and redeployment process. During this phase, validated TPFDD movement requirements developed during the planning phase and scheduled for movement during the predeployment activities phase are physically moved from origin to the designated APODs/SPODs. The movement phase of the joint deployment and redeployment process includes self-deploying forces and forces requiring lift support and is composed of movement from origin to POE, POE operations, and movement from the POE to POD. However, for joint deployment to produce a seamless, end-to-end deployment movement process, consideration should be given to movement that extends beyond the POD.

b. This chapter discusses each of the deployment movement segments in greater detail, as well as tracking and controlling the movement of forces and materiel through the deployment and redeployment processes. Movement control involves planning, routing, scheduling, and controlling common-user assets and maintaining ITV of forces and materiel executing deployment and redeployment operations. Properly resourced and executed movement control assists commanders in force tracking and provides the capability to adjust the flow as necessary. It enhances JRSOI of personnel, equipment, and supplies moving over LOCs IAW command directives and responsibilities. This chapter also includes important movement reporting requirements to enhance ITV. Force visibility provides AV for deploying units and supplies and enables a more responsive supply system. Lastly, when employment draws down, this chapter covers redeployment movement of personnel, equipment, and materiel to home and/or demobilization stations or transfer of forces and materiel to support operational requirements of another JFC.

2. Movement Considerations

a. **General.** During deployment or redeployment, forces requiring movement comprise three general categories: self-deploying forces, forces requiring intertheater and intratheater common-user airlift support, and unit movements involving a combination of self-deployment and common-user airlift and sealift support. For example, USAF aircraft squadrons routinely require intertheater and intratheater common-user airlift support to deploy a majority of their ground support capability as the flight crews self-deploy. Self-deploying forces, to include CAAF, may move directly from origin to a JRSOI or an

employment location. Self-deploying forces are reflected in the TPFDD to arrive at their designated location in theater based on the EAD/LAD. Lift-supported movements may be divided into three segments: movement from origin to POE (usually the responsibility of the supporting CCDR or Service with planning and coordination support from USTRANSCOM), POE operations, and movement from the POE to the POD. Intratheater common-user airlift that occurs beyond the POD is the responsibility of the CCDR or Service but may be supported by USTRANSCOM using common-user airlift assets if available.

b. **Management of Change.** Effective deployment execution involves successfully coping with change. More specifically, timely and responsive deployment and redeployment operations are a direct function of the executing command's ability to manage changes in the organization, phasing, employment sequence, or circumstance and maintain control of deployment execution. Whenever possible, efficient use of scarce resources should be the objective. Managing change in a dynamic environment is best accomplished in a collaborative manner. Optimizing the deployment process is a combat multiplier that enhances the joint force effectiveness.

c. **Deployment and Redeployment Changes.** TPFDD and movement schedule changes during deployment and redeployment execution are inevitable. Authorities to make changes vary based on the number of days the movement schedule is adjusted. Both the GFMIG and CJCSM 3130.06, *Global Force Management Allocation Policies and Procedures,* provide guidance on change authorities. Changes in mission requirements, OE, or unanticipated circumstances may cause the JFC to modify the organization of forces, command relationships, phasing, or sequence of force employment. Late decisions or changes regarding transportation modes or routing, LOCs, POEs and/or PODs supporting deployment and redeployment may have a significant negative impact on the operation and may cause delayed satisfaction of requirements, delayed movements, bottlenecks at transportation nodes, and increased transportation costs. More important, an impeded deployment may jeopardize mission success.

d. **Managing the Impact.** Since changes during deployment and redeployment execution are inevitable, the JFC's staff should anticipate adjustments and manage the impact of changes to avoid disrupting or impeding the force flow. Prior planning is the key. Management of change is possible if changes are held to a minimum and require supported CCMD approval. The JFC's staff also:

(1) Should understand and anticipate changes.

(2) Provides resources at critical sites to ensure timely reporting of changes.

(3) Develops flexible, responsive steps, at all levels, to capture and properly document changes.

(4) Synchronizes all aspects of the required change (e.g., adjusted force flow may require different staging or support).

(5) Ensures requested changes are consistent with the commander's intent and CONOPS.

OPERATION JOINT ENDEAVOR

"For the first few weeks of the deployment, the time-phased force deployment data changed an average of 14 times per day. The result was confusion about what was to be loaded on the aircraft at the aerial ports of embarkation. Army units showed up unexpectedly at the aerial port of embarkation for air transportation, and aircraft arrived at airfields for units that were not there."

Source: Operation JOINT ENDEAVOR Description and Lessons Learned (Planning and Deployment Phases)

e. **Movement in Support of HD and DSCA.** Deployment operations within the homeland follow the same processes as outlined in the preceding paragraphs; however, the timelines can be extremely compressed. The national importance of these missions is reflected in the elevated movement priorities that can be invoked by the President or SecDef. USTRANSCOM can quickly assemble aircraft and flight crews for operations where expedited passenger movement is required. Surface transportation (commercial and organic) can be a viable option in those situations where the distance between the home station and the OA is relatively short. Coordination with the NGB is essential when using Air National Guard/Army National Guard assets for support of HD or DSCA. In some instances, state and federal forces may be in the same OA. Coordination between state and federal forces should occur to achieve unity of effort. A dual-status commander should be requested to achieve this unity of effort.

For more information on deployment within the homeland, see JP 3-27, Homeland Defense, *and CJCSI 4120.02,* List of Priorities-DOD Transportation Movement Priority System. *For more information on dual-status commander and on deployment within the homeland, see JP 3-28,* Defense Support of Civil Authorities.

3. Movement Control

a. **General.** Movement control involves planning, routing, scheduling, and controlling common-user assets and maintaining ITV of forces and materiel moving through the deployment and redeployment processes. Successful employment of military forces depends on assured and timely deployment and support. Movement control coordinates transportation resources to enhance combat effectiveness and meet the deployment/redeployment and sustainment priorities of the supported CCDR. Effective movement control during deployment operations provides the JFC with the capability to monitor and manage movement execution and adjust the flow of forces and materiel as necessary. It provides for mechanisms to coordinate and deconflict movements and priorities for limited road space, constrained common-user airlift assets, and cross boundary/activities. In such conditions, the commander and staff should anticipate

requirements to identify demands for joint support, prioritize among operations or force element, and communicate extensively with other affected components. Visibility of deploying forces and materiel is established by AV systems such as IGC, Global Decision Support System (GDSS), and Single Mobility System (SMS). In the context of AV and ITV, the Global Combat Support System-Joint (GCSS-J) provides the common operational picture (COP). These and other space-based assets are tracked and monitored by USSPACECOM and play a critical role in ensuring connectivity of key systems needed to conduct movement. USTRANSCOM facilitates this effort by providing movement summaries of TCC and organic movements from departure to final destination in theater in coordination with the supported and supporting commanders. USTRANSCOM provides analysis of movement execution to the JS, supported CCMDs, and supporting commands and agencies. This analysis includes progress reports, status, problems, port workloads, daily movement statistics, and resolution of problems encountered with intertheater and intratheater common-user transportation means. In addition, movement control is coordinated and synchronized with JRSOI and a TDCP that describes the in-theater network and system for distribution management. JRSOI focuses on building mission-capable forces as quickly as possible. TD focuses on establishing a distribution management structure and battlefield architecture to maintain visibility and control over forces and materiel arriving for employment in theater.

b. **Organization for Movement Control.** The supported CCDR has a wide range of options for performing movement control. These options include directing subordinate JFCs and Service component commanders to perform their own movement control or creating a fully integrated joint organization. Regardless of the movement control option selected, the CCDR should task-organize the movement control function commensurate with the mission, scope of operations, and geography of the OA. Normally, the CCDR delegates OPCON of the various parts of the transportation system to the most capable Service components but retains the authority to set priorities and distribute resources and makes the final determination of transportation mode and sources. The CCDR exercises this authority through a theater joint transportation board or JDDOC. Alternately, the CCDR may assign the responsibility to a staff element (normally the command's senior logistic staff officer), who coordinates closely with the operations staff.

c. **Strategic Movement Control.** Effective strategic movement control requires the coordinated efforts of USTRANSCOM, supporting CCDRs, FPs, the supported CCDR, and their components. Strategic movement control begins with identifying total joint force movement requirements and translating those requirements into logistic terms (e.g., barrels, short tons, square feet, passengers [PAX]). These movement requirements are documented in the appropriate TPFDD and scheduled for movement in the sequence and priority validated by the supported CCDR. Planning focuses on time-phasing movements and assigning transportation resources to support operations for a set period. In time-constrained scenarios, early identification of the force and its movement requirements in a collaborative environment are key to rapid movement planning and execution.

(1) USTRANSCOM uses the TPFDD to analyze the flow of forces and materiel from their points of origin to final destination in theater. They distribute the strategic

transportation resources and make adjustments, as necessary, to ensure the unimpeded flow of forces and materiel to the final destination in theater. During this process, CDRUSTRANSCOM follows CJCS guidance and coordinates major decisions with the supported CCDR.

For additional information on TPFDD analysis and transportation planning, see JP 5-0, Joint Planning, *and CJCSM 3122.02,* Joint Operational Planning and Execution System (JOPES), Volume III (Time-Phased Force and Deployment Data Development and Deployment Execution).

(2) **USTRANSCOM Deployment and Distribution Operations Center (DDOC).** The DDOC directs the global air, land, and sea transportation capabilities of the DTS to meet national security objectives provided by DOD. The DDOC fuses capabilities of multimodal movement and distribution operations, intelligence, force protection, capacity acquisition, resource management, and other staff functions to collaboratively provide distribution options to the warfighter. C2 of the majority of intertheater lift forces and logistic infrastructure is accomplished through the DDOC, which tracks the movement requirement from lift allocation and initial execution through closure at final destination through their support teams. The support team construct provides better upfront planning through collaboration with the supported commander and other key stakeholders. This keeps the process aligned with commander's intent as the operation unfolds and increases visibility of all movement requirements. The geographical orientation of support teams enables a holistic view of all warfighter requirements, provides an opportunity to conduct a thorough transportation analysis, reduces correspondence management, leverages collaboration technologies, and enables aggregation of requirements within movement windows.

(3) **JDDOC.** The integration of intertheater and intratheater movement control is the responsibility of the supported CCMD and USTRANSCOM. The JDDOC is a CCDR movement control organization designed to synchronize and optimize national and theater multimodal resources for deployment, distribution, and sustainment. The JDDOC is normally placed under the control and direction of the logistics directorate at the CCMD level but may also be placed under other command or staff organizations. The DDOC and JDDOC collaborate to link strategic deployment and distribution processes to operational and tactical functions in support of the warfighter.

(4) **Joint Movement Center (JMC).** The JMC may be established at a subordinate unified or JTF level to coordinate the employment of all means of transportation (including that provided by allies or HNs) to support the CONOPS. This coordination is accomplished through the establishment of theater and JTF transportation policies within the assigned OA, consistent with relative urgency of need, port and terminal capabilities, transportation asset availability, and priorities set by a JFC.

(5) **Theater Movement Control.** The supported CCDR controls intratheater movement. Theater movement control plans should provide the supported CCDR with the highest practical degree of influence or control over movement into, within, and out

of theater. The same movement control functions used for strategic movement control should be applied to perform theater movement control. Regardless of the option selected, the theater movement control system provides the supported CCDR the capability to plan, distribute, coordinate, deconflict transportation requirements, and track the movement of forces and materiel in theater. Moreover, the theater movement control plan coordinates incoming strategic movements with the TDCP and theater JRSOI operations.

For additional information on theater movement control and TD, see JP 4-09, Distribution Operations.

4. Movement

a. Movement from Origin to POE

(1) Validated movement requirements developed during the deployment planning phase and scheduled for movement during predeployment activities phase are moved by some mode of transportation from point of origin to designated APOEs/SPOEs (when not co-located). The supported CCMD selects the APOE/SPOE as a part of the validation process in coordination with its components, USTRANSCOM, and FPs. OCONUS APOEs/SPOEs are selected by the supported CCMD in coordination with its components, FPs, and USTRANSCOM. Airlift and sealift schedules are prepared by USTRANSCOM and coordinated with the supported CCMD. SDDC provides call forward instructions to the base/installation transportation or traffic management offices using a port call file message for deployment movements via sealift using procedures outlined in the DTR.

(2) Equipment of deploying forces may either self-deploy or be transported to the POE by commercial rail, truck, or barge. Using the planning factors developed in the earlier stages of the deployment process, the base/installation transportation office requests the necessary DOD and/or commercial transportation assets (e.g., railcars, trucks, containers) to meet validated movement requirements.

(3) Surface Movement

(a) Military Convoy

1. Units may convoy to the POE. The unit reviews policy and guidance for public highway use in CONUS and convoy procedures that apply during peacetime, mobilization, and deployment. Procedures for highway movement OCONUS (to include Hawaii and Alaska) are found in local command regulations and policies.

2. Organic convoy operations are not visible to USTRANSCOM during peacetime movement. US convoy movements are the responsibility of the respective Service or FP and are scheduled consistent with SDDC call forward

instructions or AMC published strategic lift schedules to ensure correct arrival times at assigned POEs.

For further information on organic convoy operations, see DTR 4500.9-R, Defense Transportation Regulations, *Part III,* Mobility.

(b) **Rail.** In the United States, the deploying unit determines its movement requirements and submits them through command channels to the installation transportation officer (ITO) or traffic/transportation management office. The ITO or traffic/transportation management office, in coordination with SDDC, can obtain both commercial and military rail assets based on unit requirements. ITO or traffic/transportation office personnel validate railcar requirements based on unit rail load plans and the shipping configuration of the items to be deployed to maximize the available loading space to efficiently use rail assets and reduce the carrier's transportation charges.

(c) **Commercial Movement.** Unit vehicles and equipment that do not convoy to the POE using military transport typically move by commercial transportation.

1. **Commercial Truck.** The unit movement officer forwards requirements for commercial trucks to the ITO or traffic/transportation office who reviews the movement requirement and coordinates with SDDC for commercial transportation.

2. **Barge.** In some cases, unit equipment is moved to the POE by commercial barges operating over inland and coastal waterways. The unit movement officer forwards requirements for commercial transportation to the ITO or traffic/transportation office who reviews the movement requirement, determines if barges are an option, and coordinates barge transport with SDDC. Unit movement officers coordinate with SDDC (or its forward stationed elements) for specific requirements at the barge loading and discharge sites.

3. **Commercial Vessels.** All cargo authorized for movement in DTS is reported to USTRANSCOM and then routed to the appropriate component in SDDC who evaluates the cargo to determine the most cost-effective and expeditious commercial vessel options to use. The Service components consider relevant factors such as vessel schedules, costs, and other customer requirements to determine the best vessel option. USTRANSCOM considers vessels already under charter and activated sealift vessels. Should neither be available, USTRANSCOM first offers cargo movement to commercial carriers. If commercial service is not available or there is documented negative critical mission impact, USTRANSCOM may offer the cargo to MSC for activation of additional government-owned assets to move the cargo.

For further information on commercial movement, see DTR 4500.9-R, Defense Transportation Regulations, *Part II,* Cargo Movement.

b. **POE Operations**

(1) **APOE.** AMC is the DOD-designated SPM for all worldwide common-user/commercial aerial ports. APOE operations are divided into four areas: marshalling area, alert holding area, call-forward area, and ready line/loading ramp area. Operating within these areas are the deploying unit; the A/DACG and mobility forces, to include the contingency response element; and the load teams. Movement and documentation of equipment and personnel to the APOE may be in preparation for movement by commercial charter aircraft. If this is the case, actions at the APOE are IAW commercial carrier instructions and Joint Travel Regulations.

For further information on activities at the APOE, see DTR 4500.9-R, Defense Transportation Regulations, *Part III,* Mobility.

(2) **SPOE**

(a) SDDC is the DOD-designated SPM for all worldwide common-user/commercial seaports. Units deploy equipment and supplies by sea through a port that is generally commanded or contracted by SDDC. Where SDDC does not have a transportation terminal battalion or other contractual agreements, an SDDC support team may temporarily manage cargo at the SPOE.

(b) USTRANSCOM directs the deployment of units and sustainment through SPOEs identified in the TPFDD. The port call message identifies the earliest/latest dates the unit can arrive at the SPOE for movement processing and vessel loading and gives the unit special instructions for a successful movement to the SPOE. USTRANSCOM's responsibilities include evaluate movement requirements and coordinate vessel selection between SDDC and MSC; prepare and issue port call messages; receive PSAs and direct their activities; receive, stage, and transship unit equipment in the port; establish and direct port communications; enforce safety and physical security policies and procedures; develop stow plans; supervise vessel loading; inspect vessel readiness; and provide documentation. The cargo manifest is documented in the Global Air Transportation Execution System (GATES) so the receiving organizations at the SPOD and installation can be prepared to receive the equipment. For movements originating in foreign countries, supporting commands and the Service transportation component coordinate with the JDDOC and SDDC forward operating elements to plan and execute the movement of forces to the POE.

For further information on sealift movements, see DTR 4500.9-R, Defense Transportation Regulations, Part III, Mobility.

c. Movement from POE to POD requires designated authorities. From the APOE/SPOE, deploying forces move to the APOD/SPOD by obtaining a country clearance. In situations that require rapid response or joint integration, traditional Service port opening/operating forces may not be sufficient. While all Services have the organic capability to execute theater opening functions, USTRANSCOM's JTF-PO provides the supported CCDR rapid port opening capability to facilitate crisis response in austere environments, and the Air Component Command manages APACS [Aircraft and

Personnel Automated Clearance System] for the CCDR. The task force is designed to be in place in advance of a deployment of forces, sustainment, or humanitarian/relief supplies. JTF-PO deploys with seven days of supply. APOD forces are ready to deploy within 12 hours, SPOD forces within 36 hours, and both are designed to operate for 45–60 days and then redeploy or be relieved by follow-on forces. Transit times and other limitations associated with movement to POD differ by port, mode, cargo type, and diplomatic authorities. Each has to be evaluated during planning and managed closely during execution. A smooth and coordinated flow of requirements through ports is essential. USTRANSCOM can provide planning assistance for transload and transshipment operations and factors.

5. Force Visibility

a. The integrated use of C2 systems and IT makes force tracking through the deployment and redeployment processes possible. The key data that enable force tracking are the FTN, transportation tracking account number (TTAN), and the ULN. Visibility of deploying forces and materiel is established through the logistics management construct of AV and the GCSS-J COP. AV and control of deployment and redeployment processes are enabled through integration of the capabilities provided by automatic identification technology (AIT); ITV; and the information systems and decision support tools comprising the IGC, SMS, and the Web SM sub-system of JOPES. See Figure V-1 on force visibility.

For additional information on the COP, see CJCSI 3151.01, Global Command and Control System Common Operational Picture Reporting Requirements.

b. **Unit Movements.** For non-self-deploying forces, unit moves involve various combinations of assets to transport personnel, unit-related supplies, and equipment. Force tracking is focused on maintaining visibility of these separate unit shipments from origin to destination and through redeployment. Force tracking includes monitoring the elements of a unit until they are reassembled under the commander's control as a mission capable force. It continues until all units that constitute the specified force assemble and authority transfers back to the supported commander. It further continues through redeployment. The supported CCDR assigns each force requirement a unique FTN.

c. **AV.** AV provides the capability to determine the identity, location, and status of forces, equipment, and supplies by class of supply, nomenclature, and unit. It includes the ability to determine the status of personnel and patients. It provides visibility over equipment maintenance and retrograde actions. It also includes the capability to act upon that information to improve the overall performance of DOD logistic practices supporting operations. AV requires horizontal integration of supply and transportation activities and one-time data capture. AV includes in-process, in-storage, and ITV. The function of performing AV is a shared responsibility among deploying forces, supporting commands and agencies, USTRANSCOM, and the supported CCDR. IGC provides the JFC the ability to make decisions based on actionable logistics information to ensure that supply and in-transit data is shared and fused, resulting in a complete seamless picture for end users. This includes deployment and sustainment operations. Through AV, commanders

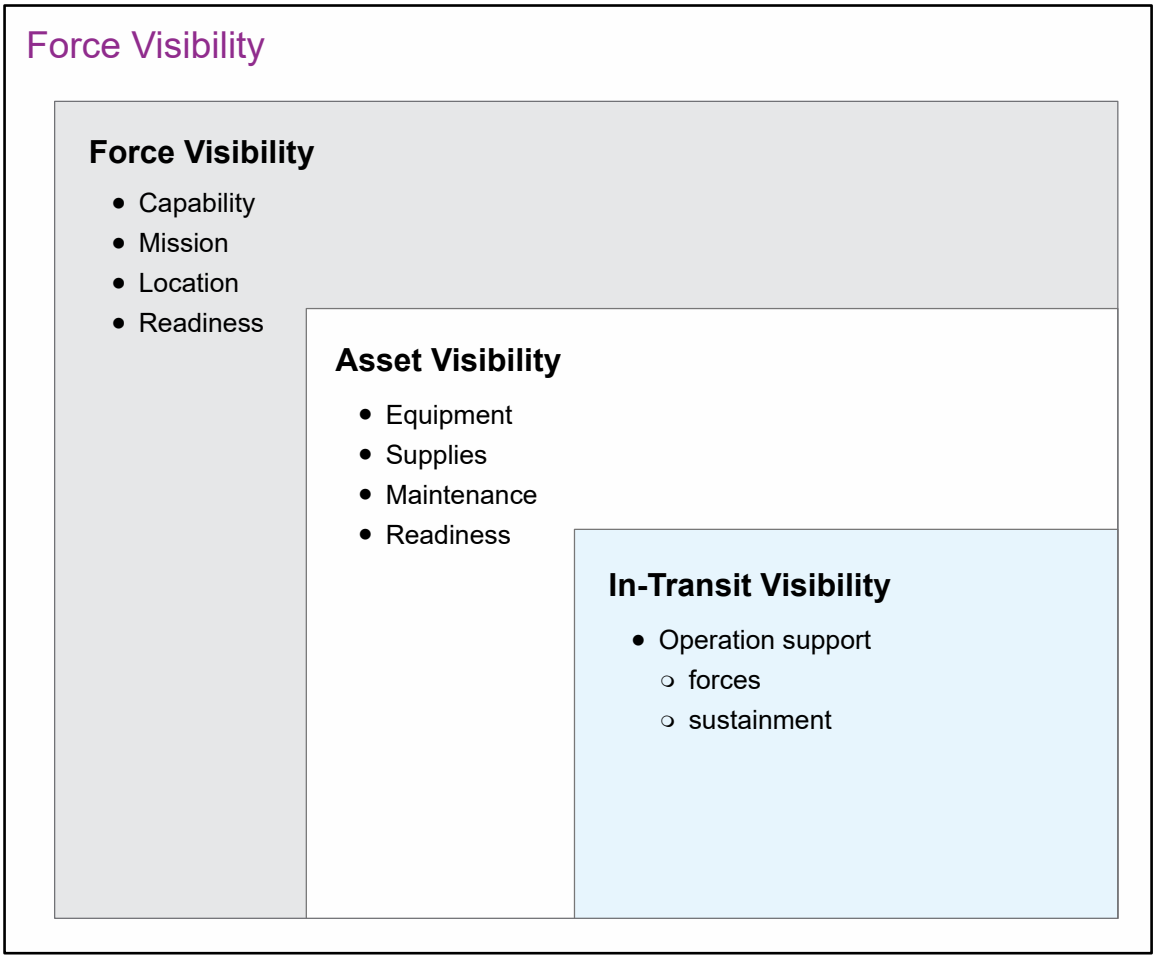

Figure V-1. Force Visibility

and staffs can determine whether specific items of supply are readily available in the logistic system or must be deployed with the unit. AV results from the integration of requirements and information systems from four areas: requisition tracking, visibility of assets in-storage or in-process, visibility of assets in-transit, and asset management within the theater of operations. In each case, a specified "data repository" serves as a central hub for asset information and visibility.

(1) **Requisition Tracking.** The logistics online tracking system provides visibility over the status of requisitions. This system also provides status information to IGC to enable it to provide accurate status information when a requisition is in-transit.

(2) **Assets In-Storage or In-Process.** Inventory control points provide visibility of assets that are in-storage or in-process (assets being procured or repaired).

d. **ITV.** ITV, as a component of force visibility, preserves the link between the in-transit force and that force's mission within an operation phase through the ULN. ITV is the ability to track the identity, status, and location of DOD units, non-unit cargo

(excluding POL), PAX, medical patients, and personal property from origin to consignee or destination across the competition continuum as part of AV.

(1) The TTAN is a non-editable, 13-digit, random number generated by JOPES and links unclassified transportation schedules, movement, and manifest information with classified force plans without compromising OPSEC.

(2) IGC is the designated DOD system for ITV during the movement phase of deployment and redeployment. IGC collects ITV information from distribution source systems, Service systems, and commercial systems and then distributes ITV information to customer, Service, and joint systems. The provision of initial carrier manifest information is the responsibility of supported and supporting commands through their commanders of deploying and redeploying forces. IGC provides this information to Web SM. In conjunction with the use of force modules, this permits the JPEC to monitor and subsequently influence common-user and non-common-user lift as well as self-deploying units. Data quality is directly linked to data collection and entry at the POE and POD and requires appropriate commander emphasis to ensure its accuracy.

(3) A TPFDD identifies all the movements associated with a specific operation. Operation/force ITV, phase and mission ITV, and force requirement visibility are provided by a well-structured TPFDD. Structuring the TPFDD to provide ITV at this level is the responsibility of the supported commander. This level of visibility is required to monitor and project force closure. This level of visibility is enabled by accurate and timely movement reporting, compliance with transportation procedures and schedules, and properly prepared personnel/cargo accompanied by accurate shipping documents. Effective interfaces between JOPES, Service deployment systems, and transportation systems are essential. During execution of a deployment, all deviations should be reported to the Service, global force manager, and the supported commander immediately to minimize operation impact and to ensure rapid resolution of process, training, or interface failures. See Figure V-2 on ITV.

(4) **Accurate Data.** Use of JOPES is directed. ITV begins with the use of JOPES and depends upon accurate, disciplined adherence to TPFDD movement validation, allocation of scheduled lift, and manifesting procedures. Deploying forces are responsible for confirming accurate force data via the TPFDD verification and validation process. The supported CCDR ultimately validates those ULNs that require USTRANSCOM lift. Shippers submit accurate and timely data for strategic lift IAW the DTR and GATES. Accurate ITV is enabled by accurate movement reporting, compliance with transportation procedures and schedules, properly prepared personnel manifests, and cargo accompanied by accurate shipping documents including TTAN and transportation tracking number.

(5) **Movement Reporting.** Accurate and timely reporting begins with the deploying force. However, ITV involves many participants who must follow designated procedures to ensure accurate source data, timely updates, and shipment status information. Those participants include, but are not limited to, deploying units, port

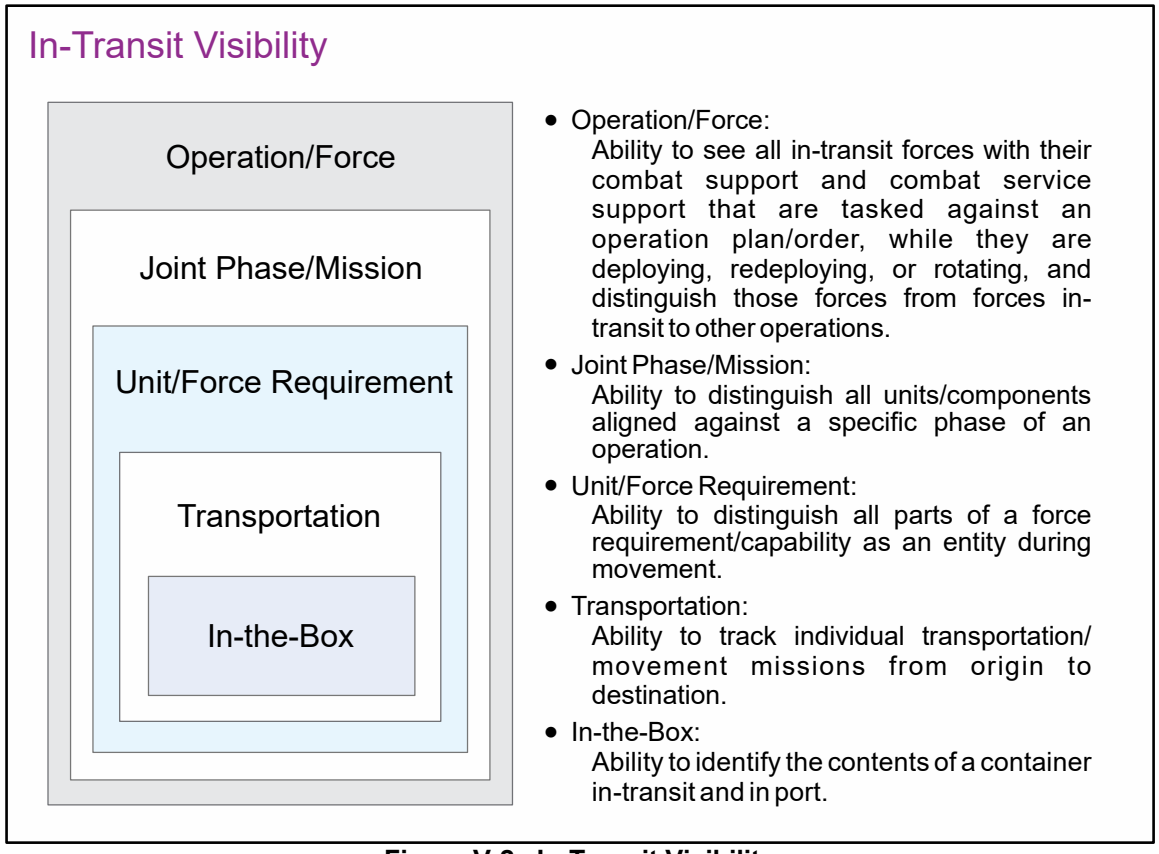

Figure V-2. In-Transit Visibility

operators, commercial transportation service providers, contractors, installations, depots, and contingency locations. Each has a key role in ensuring that relevant, accurate, timely, usable, complete, precise, and secure data is provided to support ITV. Required data includes passenger, cargo, schedule, and movement information to IGC. IGC receives movement data from various systems from the point of origin, through the POE and POD, within the United States and theater. Generation of DTR-compliant deployment data is the unit responsibility. GATES is the single POE and POD system for sealift and airlift manifesting.

(6) **Force Tracking.** Force tracking during deployment and redeployment is vital to overall joint force readiness. Unit integrity should be maintained, to the maximum extent possible, and commanders require the capability to determine the exact location of unit personnel, equipment, and materiel in the event the deploying or redeploying force must be diverted en route to another mission. USTRANSCOM tracks forces and equipment embarked on common-user strategic lift using ULNs and transportation control numbers. IGC is the central repository for visibility of assets in-transit from origin to destination, including all military, government, and vendor documented shipments. The IGC database contains shipment status information, booking information, passenger reservation information, aircraft and ship manifests, personal property data, medical patients' information, and vessel and aircraft scheduling data. IGC integrates the automated movement control systems used by the Services,

DOD agencies, and USTRANSCOM, providing the capability to track unit movements and sustainment operations globally.

e. **AIT.** AIT enables the capture of current and accurate source data through the use of various technologies such as bar codes, RFID tags, and satellite/communication links. AIT integration with logistics information systems is key to the AV effort.

6. Redeployment

Movement in support of redeployment relocates forces to support a new mission in another OA or to return them to their home or demobilization station.

a. **Requirements Validation.** Movement execution begins with validation of the movement requirements in JOPES. Requirements validation for redeployment is conducted using the same process used during deployment operations. Redeploying units confirm readiness, movement available dates, PAX, and cargo details to their higher commands that verify total unit movement requirements to the CCDR. The supported CCDR receives component redeployment data, merges this data into the redeployment TPFDD, and makes adjustments to the redeployment flow as necessary. Once adjustments are complete, the supported CCDR validates the lift requirements within the specific TPFDD movement window for USTRANSCOM movement scheduling by confirming that the TPFDD accurately reflects current movement requirements. USTRANSCOM conducts a transportation feasibility review and coordinates unresolved transportation conflicts with the supported CCDR for resolution. The end result of this process is a supported CCDR-approved redeployment TPFDD that units use to prepare for movement.

b. **Schedule Movement.** Movement scheduling is an iterative process conducted at every level of command with the objective of getting the right personnel, equipment, and materiel to the right place at the right time. Once validated TPFDD requirements are received from the supported CCDR, strategic lift assets are scheduled and registered in JOPES. These movement schedules are also utilized by commands supporting redeployment operations for movement planning, coordination, and execution. After strategic lift schedules are developed, units and/or installations receive call forward messages from USTRANSCOM elements in theater directing movement to SPOEs in designated time windows. Airlift schedules are published and are visible in JOPES, GDSS, and SMS. Instructions are issued, which generally require the redeploying cargo to arrive at the designated aerial port 24 hours prior to scheduled lift. Redeploying commands assess their ability to meet strategic lift schedules, make adjustments, and plan unit moves accordingly. Lift shortfalls and available lift are identified to the TCCs. Prior to redeployment, movement control elements confirm movement clearances with HN agencies.

c. **Redeployment movements** are governed by the supported CCDR's redeployment plan and policies and the theater movement control plan. As with deployment, there are three distinct segments during the movement phase of the redeployment process.

(1) **Movement to POEs.** Some units may move to the POE with organic lift assets. However, the majority of redeploying units may require a combination of organic and theater transportation assets. Organic lift movements are normally coordinated by the redeploying unit and controlled by the established theater movement control organization. The theater movement control organization is responsible for management of common-user movements to the POEs, as well as synchronization and integration of intertheater lift with intratheater movements to ensure an optimum flow of forces and sustainment into and out of the theater.

(2) **Conduct POE Operations.** Activities at the POE focus on marshalling, capturing ITV data, and loading individuals, unit equipment, and materiel on designated transportation assets. POE operations begin the strategic leg of the redeployment process and are managed by USTRANSCOM. Essential actions are performed at the POE to complete unit movement responsibilities. Unit personnel, equipment, and materiel are staged and sequenced in the unit marshalling areas. Inspections are conducted in the alert holding area and/or call forward areas IAW the DTR and the redeployment plan. Aircraft and vessels are loaded and manifests are documented in the appropriate automated system to enable receiving APODs, SPODs, and installations to prepare for their arrival. Throughout the movement phase of the redeployment process, movement reporting is required and essential.

(3) **Movement to PODs.** Strategic movement from POE to POD for non-self-deploying units is controlled by USTRANSCOM. If specified in the redeployment plan, unit integrity should be maintained to the extent possible, and commanders should have the capability to determine the exact location of unit personnel, equipment, and materiel in the event the redeploying force needs to be diverted en route for another mission. The tracking of units during redeployment uses the same systems and procedures discussed for deployment operations.

For more information on redeployment JRSOI, see Chapter VI, "Joint Reception, Staging, Onward Movement, and Integration." For more information on redeployment responsibilities, see CJCSM 3122.02, Joint Operation Planning and Execution System (JOPES) Volume III (Time-Phased Force and Deployment Data Development and Deployment Execution).

CHAPTER VI
JOINT RECEPTION, STAGING, ONWARD MOVEMENT, AND INTEGRATION

"As we have learned many times, the US [United States] can ship supplies and materiel to an objective area much more effectively and efficiently than the objective area can unload and distribute those supplies."

Lieutenant General (Ret.) Joseph M. Heiser, United States Army
***A Soldier Supporting Soldiers*, 1992**

1. General

a. This chapter presents an overview of the final phase of deployment and redeployment, JRSOI. The JRSOI phase of the deployment/redeployment process facilitates the transition between the execution functions of deployment and employment. This chapter discusses the segments, describes the principles, and identifies the essential elements of JRSOI as they support and enhance the JFC's ability to achieve objectives. JRSOI is a set of dynamic and complex activities involving numerous organizations requiring training, continuous coordination, and collaboration. One common element of JRSOI is a change in command relationship. During an initial deployment, responsibility for planning and executing JRSOI belongs to the supported CCDR. During redeployment, the responsibility for JRSOI operations is determined by the post-redeployment mission of the redeploying force (forces may be redeploying to a new OA or returning to home/demobilization station).

(1) Redeployment for further employment involves JRSOI in the new OA. During deployment or when a force is redeploying to support another JFC's operational requirement, the OPCON or tactical control (TACON) of the deploying force changes from the losing commander to the gaining commander.

(2) When redeployment is to home station or demobilization station, the supported commander relinquishes OPCON/TACON to the supporting commander. This supporting commander is typically the original parent (gaining) command for assigned forces or a Service for Service-retained forces. Redeployment to home and/or demobilization station involves POD JRSOI coordinated and executed by the Services and USTRANSCOM for common-user PODs and by the respective Service or unit for forces redeploying by organic assets to non-common-user PODs.

(3) Process seams and friction may occur at functional or organizational interfaces when physical resources and information are transferred. JRSOI, like the deployment process itself, requires continuous planning. The JRSOI activities described in this chapter apply to both deployment and redeployment; however, there are significant differences depending on whether the force is deploying or redeploying into a new OA or redeploying back to home or demobilization station.

b. **Segments of JRSOI.** JRSOI is the essential process that transitions deploying or redeploying forces, consisting of personnel, equipment, and materiel, into forces capable of meeting the CCDR's operational requirements or returns them to their parent organization or Service. The four segments of JRSOI are described below.

(1) **Reception** operations include all functions required to receive and clear personnel, equipment, and materiel through the POD.

(2) **Staging** assembles, temporarily holds, and organizes arriving personnel, equipment, and materiel into forces and capabilities and prepares them for onward movement, tactical operations, or Service reintegration.

(3) **Onward Movement** is the process of moving forces, capabilities, and accompanying materiel from reception facilities, marshalling areas, and SAs to TAAs and/or OAs or onward from the POD or other reception areas to the home/demobilization station.

(4) **Integration** is the synchronized transfer of capabilities into an operational commander's force prior to mission execution or back to the component/Service.

c. The supported CCDR is responsible for JRSOI during deployment and redeployment, when the redeployment is to support another JFC. This includes all actions required to make arriving units operationally ready and integrated into the joint force. During redeployment to home station, the designated command, Service, or agency assumes responsibility for returning units and personnel when OPCON is relinquished IAW an appropriate order. The receiving command then establishes the command relationships and plans and executes JRSOI. The latter task is normally assigned to a Service component or the Service itself.

(1) During JRSOI, the capability of strategic lift to move personnel, equipment, and materiel to reception points (e.g., POD) is matched by the capability to receive and process the force. The CCDR must have visibility of both deployment and redeployment flows to control the rate, as well as the sequencing and processing of deploying and redeploying forces.

(2) Although the supported CCDR is responsible for JRSOI and other facets of logistics support, this does not relieve supporting commanders of responsibility for detailed oversight of both the deployment and redeployment flow and coordinating changes with the supported commander, when appropriate.

d. JRSOI is an integral part of an operation that enables the assembly of required capabilities for application by the JFC. Successful JRSOI requires command emphasis in planning, training, and synchronization in a collaborative environment. Even self-sustaining units that arrive in-theater are heavily dependent on external support until they are reunited with their equipment and become operational. As deploying units assemble, efforts focus on preparing for future operations and integrating into the joint force.

e. JRSOI provides a common framework to focus joint and Service component capabilities on land, at sea, and in the air into a coherent operation. The JRSOI process may vary, given the nature of the operation; mission, enemy, terrain and weather, troops and support available-time available (METT-T); and civilian considerations. However, deploying forces or non-unit personnel, whether affiliated with a Service or CAAF, normally undergo some form of reception, staging, onward movement, and integration. For example, a fighter squadron and other self-deploying forces may complete JRSOI in a few hours at the reception point or aerial port. Other units may require days or weeks to complete the entire process.

2. Principles of Joint Reception, Staging, Onward Movement, and Integration

a. There are three overarching principles of JRSOI: unity of command, synchronization, and balance. These principles can assist commanders and their staffs in the planning and execution of JRSOI. CCDRs should consider these principles when planning JRSOI operations.

b. **Unity of command** ensures unity of effort under one responsible commander for every objective. In the context of deployment and redeployment operations, this is the supported CCDR. The CCDR adjusts resources based upon the deployment flow into the theater. The CCDR also controls the movement of forces in the AOR, provides support to personnel arriving into the theater, and centrally coordinates the efforts of all other key players in the JRSOI process, to include supporting CCDRs.

c. **Synchronization** links deployed personnel, equipment, and materiel in a timely manner. A well-synchronized flow expedites buildup of mission capability and avoids saturation at nodes and along LOCs, thereby enhancing survivability. Synchronization requires detailed joint planning, intelligence-driven situational awareness, timely and predictable airflow and seaflow, visibility of assets moving through the pipeline, and the ability to adjust movement schedules. Synchronization occurs when the right units, equipment, supplies, and capabilities arrive in the correct order at the appropriate locations, and supporting activities are coordinated in such a fashion to operate in consonance with one another so the tempo of force deployment, planning, and execution is uninterrupted. This enhances C2 and helps maintain unit integrity. Managing the timing of the TPFDD flow up to the point of movement is a key activity for ensuring the arrival time of personnel, equipment, and materiel coincide. Force planners and supporting TCCs ensure unit integrity is a dominant consideration when planning unit and equipment deployment and/or movement increments to their supporting transportation load plans and movement schedules.

d. **Balance** applies to managing the TPFDD flow. Managing the TPFDD enables the supported CCDR to adjust the movement schedule for units as mission requirements or conditions change. AV further provides users with timely and accurate information on the location, movement, status, and identity of units, personnel, equipment, and supplies. Balance is especially relevant to the relationship between deployment and TD. To achieve balance, the flow through the intertheater pipeline and the intratheater network must be regulated and integrated to allow a continuous and controlled flow of forces and sustainment

into and within the AOR. Supported CCDRs regulate the transportation flow by ensuring adequate support and reception assets, effectively coordinated through a theater reception plan, are available or deployed early in the movement schedule to facilitate JRSOI. Balance is improved by minimizing handling, the number of transfer points, and the number and variety of carriers. Past experience shows the more points of entry into the OA, the more difficult it is to maintain accurate personnel accounting and strength reporting. The JFC can avoid saturation, enhance survivability, and achieve balance by directing personnel, equipment, materiel, and information flow at a rate that can be accommodated at every point along the entire network, from origin to destination. The OE, CONOPS, and available infrastructure are major considerations in determining how to balance the transportation flow and sequence the arrival of combat, CS, and force sustainment assets in theater.

3. Elements of Joint Reception, Staging, Onward Movement, and Integration

a. JRSOI relies on the essential elements in Figure VI-1 to achieve unity of command, synchronization, and balance. These elements combine in various ways under differing circumstances to make the operations associated with JRSOI possible.

b. Communications systems, interorganizational cooperation, and civil-military operations are the means by which the CCDR integrates, coordinates, and synchronizes with the HN and the civil component to achieve unified action and with which they direct joint force activities. Joint forces operate in diverse environments and conduct a variety of operations as part of multinational or interagency teams. Rapid deployment, extended LOCs, and potential forcible entry prior to establishing operations in logistical bare-based areas require communications systems, civil-military operations centers, and interorganizational coordination infrastructure (to include AV information) that is interoperable, flexible, responsive, mobile, disciplined, survivable, and sustainable.

(1) JRSOI operations require effective communication systems with responsive leaders and managers. Communication systems link the supported CCDR, supporting CCDRs, Service components, deploying units, JRSOI support organizations, and the tactical commanders who integrate the deploying forces and capabilities into their commands. Reporting and information systems must provide accurate, relevant, and timely information to the appropriate staffs and leaders to plan, integrate, direct, and execute their assigned part of the JRSOI operation.

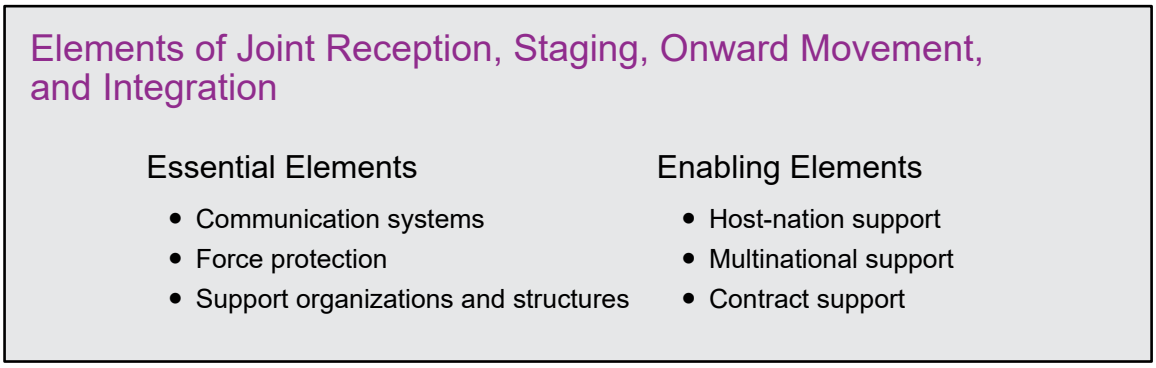

Figure VI-1. Elements of Joint Reception, Staging, Onward Movement, and Integration

For more information, see CJCSM 3122.01, Joint Operation Planning and Execution System (JOPES) Volume I (Planning Policies and Procedures).

(2) Effective communication systems are responsive to the supported CCDR for deployment and JRSOI management. The supported CCDR should be able to influence the outcome of the deployment. To do this, the commander must know what force capabilities are available and what capabilities will be available in the future. METT-T-influenced changes may cause certain units to be in high demand or needed for immediate employment. Communication systems enable JRSOI C2 elements to locate these units and divert resources to expedite their onward movement.

For additional information on joint communication systems planning guidance, see JP 6-0, Joint Communications System.

c. Commanders enforce requisite protection measures consistent with the threat. For JRSOI, the challenge is to protect forces configured for deployment that are geographically dispersed and possess limited self-protection capability. Risk is assessed and comprehensive protection plans developed to address vulnerabilities and to counter potential threats to forces, infrastructure, and information systems. Effective and efficient JRSOI operations can reduce force vulnerability by ensuring units quickly complete the process. Balance and synchronization ensure forces do not remain static in vulnerable situations and are facilitated by:

(1) Achieving balance so personnel, equipment, and materiel arrive nearly simultaneously.

(2) Minimizing the force footprint by time-phasing units so those elements required to conduct JRSOI deploy initially.

(3) Synchronizing theater reception, staging, and onward movement capabilities to prevent bottlenecks.

(4) Exercising the ability to control and adjust the TPFDD flow and movement schedules.

(5) Coordinating with the commands' OPSEC personnel to develop appropriate countermeasures to protect the information related to the movement of forces.

(6) Coordinating with the commands' current intelligence personnel to ensure timely situational awareness of enemy locations, movement, capabilities, and intent.

(7) Maintaining flexibility and adaptability of forces by monitoring and maintaining awareness of the changing threat and OE.

For additional protection information, see JP 3-10, Joint Security Operations in Theater; *JP 3-13.3,* Operations Security; *and JP 3-26,* Joint Combating Terrorism.

d. Elements of JRSOI can consist of one or more combinations of the following: US forces, HN forces, CAAF, or multinational forces. These enablers are force multipliers because they provide the means to expedite buildup of forces in the AOR. Normally, US forces are deployed to support JRSOI operations if the required capability does not exist in the AOR. The necessity to deploy US forces may be reduced if reliable support can be obtained through one of the other sources. To execute JRSOI operations, planners should be aware of the considerations associated with JRSOI support requirements shown in Figure VI-2 and integrate required forces and capabilities early into the deployment process. As units arrive in the OA, they are in a deploying status with little or no operational capability and will most likely require support. Their requirements should be met until the units assemble and become operational and have been integrated into the gaining command. The list in Figure VI-2 is self-descriptive; however, other services encompass life support requirements, such as meals, water, shelter, sanitation, and trash removal, and support elements for operating marshalling areas and SAs, and reporting movements to the DOD ITV system. Regarding ITV, the most critical is theater distribution (tactical movement and distribution). It is the theater segment of AV where resources, solutions, and efficiencies can produce the most improvement. Support during JRSOI is provided by organizations such as USA sustainment brigades, USAF aerial port squadrons and contingency response elements, MAGTF logistics combat element, USN advanced base functional components, DLA support teams, and/or contracted services or HNS. Another important consideration is that organizations with JRSOI support functions may perform other functions simultaneously (e.g., sustainment, retrograde).

e. **HNs can provide valuable resources to support JRSOI operations.** HNS may include civil and/or military assistance at reception facilities, air and naval operating bases, staging facilities, and support areas. Support may encompass a wide variety of commodities and services concerning supplies, medical, transportation, facilities, communications, petroleum, power and power generation, and civil labor. HNS can reduce the need for early arriving forces and materiel to support JRSOI, shrink strategic lift requirements, and minimize the in-theater logistic footprint. In addition to established HNS agreements normally limited to use in war, declared crisis, or emergency, support can also be arranged through existing ACSAs or, at the local level, by directly contracting for support and services. Additionally, bilateral defense

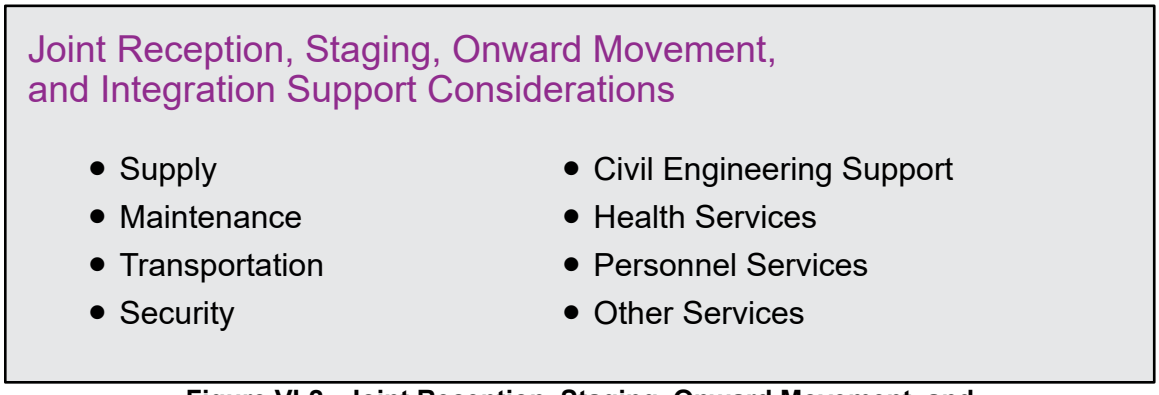

Figure VI-2. Joint Reception, Staging, Onward Movement, and Integration Support Considerations

agreements are established where a permanent relationship and presence is established. HN capabilities should be assessed and validated as early on in the deployment planning process as possible. In contingency operations, an enormous saving in manpower, units, and equipment is possible by maximizing HNS. This is particularly true in the areas of transportation, specialized equipment, and prepositioned stocks. Standing technical agreements covering status-of-forces, land use, and basing access are crucial for reception and staging.

f. **Multinational support has been a traditional strong point for successful JRSOI.** Historically, the United States has relied upon its allies to assist during major worldwide contingencies and smaller regional emergencies. Complementary and unique multinational capabilities should be considered during planning.

g. **Contracted support is another force multiplier and, like HNS, should be planned and coordinated in advance of an actual deployment.** Normally, HNS is considered first before a decision is made to contract for required support. The supported CCDR should ensure the early deployment of contracting, financial management, and legal personnel to enable necessary contracting actions. In the context of JRSOI, contract support is the use of foreign or US civilian personnel and/or equipment to perform a function, such as off-loading vessels or transporting supplies forward. Using contractor personnel reduces the need for US military personnel.

For further information on contracted support, see JP 4-10, Operational Contract Support, *and JP 4-0,* Joint Logistics.

4. Reception

a. This section describes reception operations at theater PODs and other reception nodes. Reception is the process of receiving, off-loading, marshalling, and transporting of personnel, equipment, and materiel from strategic and/or intratheater deployment phase to a sea, air, or surface transportation POD to the marshalling area.

b. Reception should be considered in the planning and CONOPS development. Reception begins with the arrival of deploying forces and equipment into an OA. During major strategic deployment, the preponderance of personnel arrive in-theater via intertheater airlift and most equipment and materiel arrives by strategic sealift. Exceptions to this rule include time-sensitive equipment such as C2 assets and other items identified as critical combat capabilities.

c. **POD Operations**

(1) During deployments, or when a force is redeploying to a new OA, POD operations vary depending on whether the reception is occurring at an established APOD/SPOD within an OA. Effective interface at the POD during reception is crucial to the overall success of the JRSOI process. Forces are received; equipment, cargo, and vehicles are arranged at the POD and managed/marshalled in preparation for movement to

the SA. Ultimately, POD and reception activities are focused on rapidly moving the force from the port to the SA and eventually integrating them into the JFC's mission. During redeployment to home station or demobilization station, POD operations normally occur at a major port (APOD/SPOD) in either CONUS or OCONUS. In either case, activities are focused on receiving personnel and equipment and returning them to their home stations or other facilities.

(2) Overall reception capacity should include, at a minimum, personnel accounting capabilities, strategic lift and delivery capabilities, and the overall throughput capabilities of the port. This enables the port to be cleared in an efficient manner. The transition to theater responsibility can be facilitated by USTRANSCOM TCCs in conjunction with the Services and/or joint forces operating the air and sea PODs. Although the primary focus of reception is to receive, off-load, marshal, and transport deploying forces, the reception process inevitably shifts from receiving sustainment materiel, replacement equipment, and personnel to ultimately supporting redeployment operations of in-theater forces. At aerial and seaports, these activities may occur simultaneously with two-way traffic into and out of the theater. In all cases, detailed planning, force tracking, and the principles of movement control as described in Chapter V, "Movement," are essential to the overall success of reception.

d. **Command Relationships.** During deployment or redeployment to a new OA, the supported CCDR is responsible for JRSOI planning and execution. During redeployment to home station or demobilization station, the supported commander retains overall responsibility for the planning and execution of the redeployment operation. However, supporting Services or Service components, in coordination with the supported commander, plan and execute the JRSOI phase. The designated command, Service, or agency assumes responsibility for units and personnel when OPCON is relinquished IAW an appropriate order. Upon arrival at POD or other designated time and place, the unit changes OPCON to the designated commander. The supported CCDR relinquishes the OPCON or TACON over to the deployed unit and the unit is transferred back to the designated command or Service. The receiving command establishes the command relationships and plans and executes JRSOI. The latter task is normally assigned to a Service component or to a Service itself.

DESERT SHIELD RECEPTION

Although personnel were usually flown to the Gulf, most equipment and supplies were sent by sea. Close coordination among the entire transportation network was necessary to ensure that airlifted personnel reached the theater near the date their equipment was scheduled to arrive. Arrival of personnel before their equipment would increase the burden on the Saudi infrastructure. It also would expose troop concentrations in the port areas to possible enemy attack by ballistic missiles, aircraft, and terrorists.

Source: *Conduct of the Persian Gulf War*
Department of Defense Final Report to Congress, April 1992

e. **Seaport and Aerial Port.** Capacities and throughput capabilities significantly influence the speed with which forces can be deployed, the order in which forces must be deployed, and, to a large extent, the types of units that can be deployed. Port efficiency or throughput is a function of the OE and the level of port modernization (developed versus undeveloped). Some instances may necessitate improving or constructing port facilities to meet operational requirements. In addition to the PODs and nodes, several other facilities and areas support the reception process.

f. **Marshalling.** Marshalling is an essential component of the reception process that facilitates port clearance. The timely movement of personnel, equipment, and materiel to a common assembly or holding area, preferably outside the port, gives the commander the first opportunity to reassemble mission capability. This very important task of assembling forces is often complicated by the fact that units may arrive in-theater at separate PODs and at different times. To further enhance port clearance, the CCDR should designate marshalling areas that support unit staging as to not delay follow-on units' arrival at PODs.

g. DOD uses the SPM approach for most APOD and SPOD operations. As outlined in the UCP, USTRANSCOM provides worldwide common-user aerial and seaport terminal management and may provide terminal services by contract. Thus, USTRANSCOM, through AMC and SDDC, normally manages common-use aerial ports and seaports, respectively, for the CCDR. In areas not served by a permanent USTRANSCOM presence, USTRANSCOM deploys an AMC or SDDC mission support element including aerial port or seaport expertise. If mobile C2 is also required, a mission support team or CRG deploys, as well as the SDDC port management portion of JTF-PO to manage the ports in concert with the designated port operator. Based on availability of fixed-port terminals or OEs or requirement, the port manager may also serve as the port operator.

For more information on redeployment POD operations, see CJCSM 3122.02, Joint Operation Planning and Execution System (JOPES), Volume III (Time-Phased Force and Deployment Data Development and Deployment Execution).

h. **APOD Operations.** The APOD serves as the primary port of entry for deploying personnel, as well as for early entry forces and capabilities airlifted into theater. APODs may be operated in conjunction with the HN.

(1) **APOD Functions.** Numerous operational and support functions occur at the APOD. Primary operational functions are to receive, off-load, marshal, provide essential field services, and transport deploying forces and capabilities. Tasks include off-loading cargo (both equipment and materiel), arriving personnel in theater via personnel accounting systems, clearing personnel through air terminals, accomplishing movement control, and maintaining ITV. In addition to operational functions, there are APOD support functions, as listed in Figure VI-3.

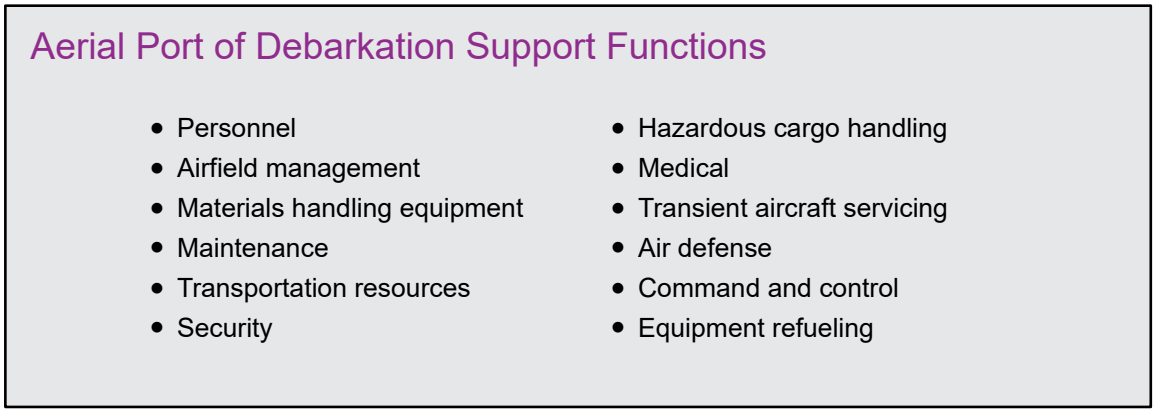

Figure VI-3. Aerial Port of Debarkation Support Functions

(2) **APOD Service Capabilities.** Various organizations provide the operational capabilities needed for APOD reception. For example, AMC, through its air mobility squadrons, aerial port squadrons/flight, and CRGs, provides much of the operational and logistic support needed to receive arriving aircraft. USAF overseas air cargo terminal units unload aircraft and operate air cargo and passenger airheads. Through its cargo transfer capability, the Army provides the required support to interface with the CRG and begins the staging and onward movement phases for the deploying personnel, equipment, and materiel. When performing this mission, the Army element is often referred to as the A/DACG. Marine Corps units may also be given the A/DACG mission. In addition, HNS, provided under the provisions of an existing agreement or contracted port services, may be used to free up finite reception assets and minimize the logistic footprint at the APOD. Close coordination with HNS activities is necessary to balance the operational requirements of all organizations competing for limited resources.

(3) **APOD Infrastructure Optimization.** Several factors can impede APOD reception. However, the overriding considerations for any airfield operation are parking maximum (aircraft) on ground (MOG) and working MOG. Parking MOG is the number of aircraft that can fit, or be parked, on the ground at one time. Working MOG pertains to how many parked aircraft can be worked on at the same time based on available personnel, materials handling equipment (MHE), and ramp space. An airfield's MOG may not remain constant if it lacks a dedicated explosives pad. In these cases, the parking or working MOG decreases as otherwise available adjacent aircraft parking spaces are removed while explosive cargo is off-loaded from another aircraft. Local commanders determine working MOG based on the most restrictive of multiple planning factors (e.g., manpower, servicing equipment) and notify appropriate C2 and planning organizations for dissemination. Service and HN operators ensure their activities do not reduce MOG capacities.

(4) **APOD Joint Use.** Another consideration is ownership and management of the APOD facility. The APOD may be controlled and/or operated by various HN military and civilian organizations. Additionally, other military and commercial activities may compete for limited facilities. These competing requirements may complicate unity of

command and may limit or reduce facility throughput capacities available for reception of forces. To overcome this obstacle, clear C2 relationships are established by the JFC for all APODs and JRSOI functions.

i. **SPOD.** Historically, 90 percent of a deploying force's equipment and materiel are delivered to the theater via strategic sealift. Three types of seaports can function as a SPOD: **fixed**, which are improved, world-class ports (i.e., Dammam, Saudi Arabia, and Pusan, Korea); **unimproved or degraded** ports (i.e., Somalia and Haiti); and **bare beaches** where fixed facilities are unavailable.

(1) **SPOD Functions and Responsibilities.** Responsibility for essential SPOD functions is shared between HN seaport organizations and DOD organizations such as MSC and SDDC, military terminal service units, and contractors. Examples of SPOD functions are shown in Figure VI-4.

(2) SPOD operations are normally conducted at established, fixed maritime terminal facilities, such as a sea or inland maritime port. Pre-positioned port opening packages are an option available to the CCDR through the different Services' pre-positioned equipment located either in-theater or afloat. Pre-positioned port opening packages may be capable of operating a maritime terminal and providing the necessary capability to receive forces.

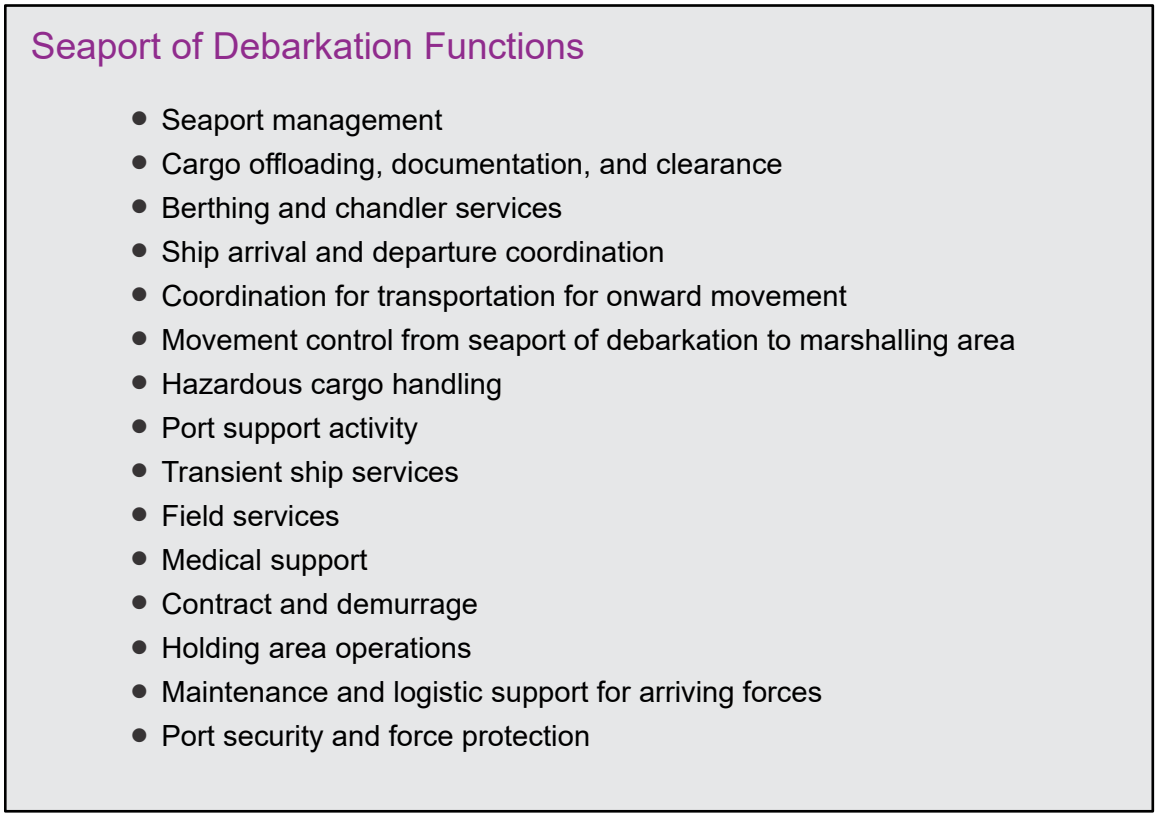

Figure VI-4. Seaport of Debarkation Functions

(3) SPOD maritime terminals include both seaports and inland water facilities capable of receiving deep draft vessels, coastal vessels, and barges. Many established terminals have a transportation infrastructure in place such as railways, highways, inland waterways, and adjacent airfields. Although terminal facilities vary, many are already equipped to handle roll-on/roll-off vessels, containers, general and bulk cargo, and lighterage.

(4) JLOTS is an option available to receive the force when debarkation at an established port is impractical or not available. In addition, JLOTS may also provide increased capability to operational fixed ports. In JLOTS, USN and USA logistics over-the-shore forces conduct operations together under a JFC. JLOTS operations are conducted over unimproved shorelines, through fixed ports not accessible to deep draft vessels, and through fixed ports that are inadequate without the use of JLOTS capabilities. JLOTS operations should be considered when port throughput capacity or reception capability is inadequate to support planned joint operations or to augment port reception capability to handle the surge of major combat forces during the early stages of deployment operations. The magnitude of JLOTS operations extends from the reception of ships for off-load through the onward movement of equipment and materiel to inland marshalling areas and SAs.

For further information on JLOTS, see JP 4-18, Joint Terminal and Joint Logistics Over-the-Shore.

(5) The SPOD contains facilities and organizations, both military and civilian, to perform many of the APOD functions described earlier. One of the key organizations for SPOD operations is the PSA and/or port operations group (POG). It is a temporary organization that aids the port commander in receiving, processing, and clearing cargo. The PSA is under the OPCON of the SPM at common-user seaports. For seaports not designated as common-user seaports, the CCDR designates the port manager, whereas the POG remains under the OPCON of the logistic combat element and/or landing force support party. PSA and POG functions are shown in Figure VI-5.

j. Transportation systems are crucial to the timely and efficient reception of deploying forces at the SPOD. The supported commander should consider all available resources, geography, transportation capabilities, climate and seasonal changes, and distance between LOC nodes, as well as projected requirements for movement of the forces from the SPOD. When selecting a SPOD, the supported commander should consider the transportation infrastructure, as well as the capacity of the port to handle potential throughput and surges of deploying forces. A robust multi-modal system of inland transport options (i.e., rail, road, air, inland waterway) is vital in efficiently receiving and moving the force to SAs.

k. **Reception Considerations.** To support operations at the APOD and SPOD, conditions that support the JRSOI process should be considered. The CCDR should determine the type of support units and the composition and/or method of sustainment

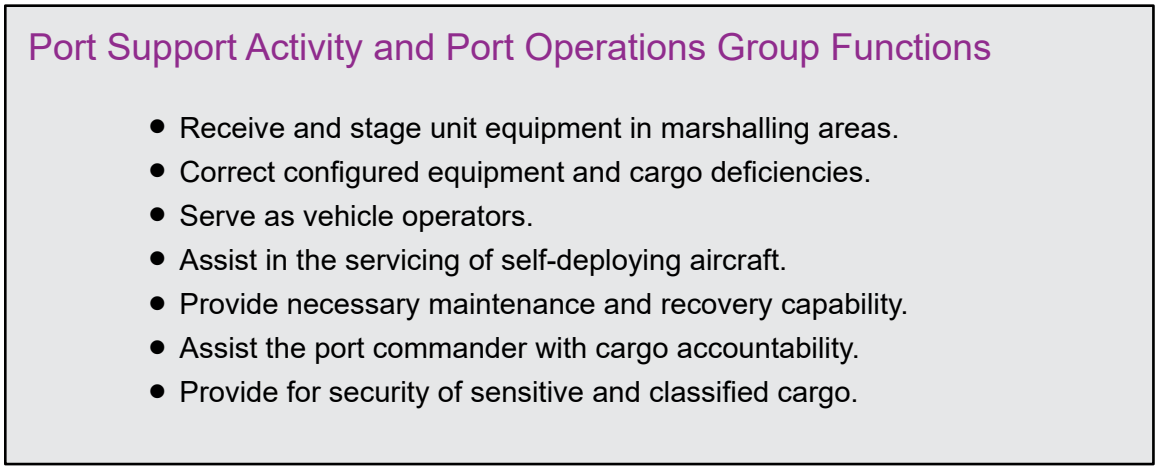

Figure VI-5. Port Support Activity and Port Operations Group Functions

support necessary to carry out reception. The CCDR may consider the most capable Service or predominant user options when configuring the support structure.

(1) **Economy of Resources.** CCDRs should tailor their reception operations to provide efficiency and economy, as well as eliminate duplication of limited resources among the Services. The decision by the JFC to establish a joint reception center maximizes use of scarce resources. Efficient resource management of limited transportation assets and reception facilities assists in optimizing reception throughput. Discharge workload should not exceed POD throughput capacity. A time-phased build-up of reception capabilities may accomplish this. At the same time, however, the JFC configures reception forces to handle potential surge capacities of strategic deployment and provides intermodal services for transshipment of arriving cargo and supplies.

(2) **C2.** C2 functions are essential to the successful reception of forces into an OA and are the responsibility of the supported CCDR. Prior to commencement of deployment and reception operations, the JFC should develop an in-theater structure for executing C2 of JRSOI operations. This structure must address the integration of USTRANSCOM assets into the overall C2 for JRSOI to be an efficient operation. Some C2 assets may be pre-positioned in theater, geographically in close proximity to the region, or afloat on MSC or maritime pre-positioning force vessels. Successful execution of a reception operation involves a centralized C2 structure (unity of command), decentralized execution, and disciplined (synchronized and balanced) movement control. Monitoring and control of deployment operations are ongoing throughout all segments of JRSOI and involve joint and theater movement control organizations using joint ITV systems. The following C2 functions (mission and situation dependent) are examples of what may be required to successfully execute reception functions at APODs and SPODs:

(a) Maintain unity of effort for all primary and secondary nodes.

(b) Coordinate, control, and monitor US airlift and sealift operations into APODs and SPODs.

(c) Designate marshalling area.

(d) Provide personnel and cargo clearance of arriving forces.

(e) Provide for personnel, equipment, and materiel accountability.

(f) Determine security risk.

(g) Provide movement control of arriving personnel, equipment, and materiel.

(h) Provide visibility over arriving and departing personnel and cargo by input of AV source data into appropriate AIS.

(i) Conduct civil-military operations and interorganizational coordination with HN military and civilian officials to obtain required clearances and support.

(j) Coordinate and control loading and off-loading from aircraft and ships.

(k) Coordinate and control personnel and cargo movements from PODs via surface and air to planned holding areas.

(l) Monitor and manage the TPFDD.

(m) Coordinate and control movement of noncombatants.

(n) Provide clearance for intratheater airlift cargo movements.

(o) Provide distribution management for the theater and arriving unit command structures of all arriving personnel, equipment, and materiel.

(p) Provide intermodal services for transshipment of arriving cargo and supplies.

(q) Provide, coordinate, and control construction in support of personnel and cargo movement.

(r) Provide life support facilities.

(3) **Communications.** Effective communications and collaboration, vertically and horizontally, is essential for JRSOI due to the complexity of the operation. Timely and reliable communications should be continuous among all JRSOI participants, both supporting and supported. The following communications functions may be required to successfully execute JRSOI operations:

(a) Establish and maintain communications at all nodes and along the LOCs.

(b) Use automation technology. Communications should utilize advanced technologies that is both an enabler and force multiplier of the reception process. The AISs and the COP described in Appendix A, "Information Technology Enabling Tools," are crucial to ensure the commander has access to interactive decision quality information (e.g., integrated, real-time, AV) on personnel, installations, finances, and equipment/materiel. Through IGC programs, commanders can obtain AV, as well as manage the flow of forces in-theater and through the numerous PODs. Establishing a reliable network to disseminate this valuable information to all Services involved in the reception phase should be a priority for those units with IGC capabilities.

(c) Provide LNOs. Effective liaison among the Service components and with HN agencies is paramount for effective communication to occur during the entire reception operation.

(d) Monitor IGC and JOPES to provide real-time force tracking information of deploying forces and non-unit replacement personnel. Monitor AV using IGC to provide near real-time tracking of non-unit sustainment items for all organizations and activities.

(e) Provide for reliable and compatible two-way communications between joint forces.

(4) **Protection.** Deploying forces, as well as intertheater airlift and sealift assets, may be the most vulnerable during loading or discharge. The threat is considered in light of the concentration of forces within the limited confines of a POD. As personnel and equipment progress from PODs to stage for onward movement along LOCs, they remain vulnerable until fully integrated into a mission-capable force. Protection capabilities and/or measures should be integrated into the reception plan. The CCDR is responsible for providing the assets needed to protect the force throughout the entire reception process. Protection functions should:

(a) Provide air defense.

(b) Maintain coastal, harbor, and inland waterway defense.

(c) Provide APOD and SPOD facility defense.

(d) Provide military police support.

(e) Establish joint security coordination center for security oversight.

(f) Prepare for the effects of NEO on JRSOI operations.

(g) Provide protection against CBRN threats.

(h) Protect LOCs.

(i) Provide a personnel recovery capability.

For further information on security operations, see JP 3-10, Joint Security Operations in Theater.

(5) **Transportation.** All three elements of a transportation system (mode operations, terminal operations, and movement control) should be integrated early into the TPFDD flow to provide adequate reception capabilities for the deploying forces. These elements may be RC assets that are mobilized and flow early in the TPFDD. Essential to any JRSOI mission is an executable plan that facilitates intratheater transportation between nodes. The primary transportation nodes and the extended LOCs should be mutually supportive of the principle of unit integrity. To transition from strategic intertheater deployment to in-theater reception, the following transportation functions may be required:

(a) Place port-opening force packages at PODs providing hand-off of deploying personnel, equipment, and materiel.

(b) Employ movement control principles. Movement control coordinates all aspects of transportation: modes, nodes, and terminals. It includes Service-organic capabilities, HNS, and supporting commands.

(c) Have a support element for off-loading of arriving forces.

(d) Provide intratheater air and surface transportation assets.

(e) Manage and monitor the TPFDD.

(f) Establish theater LOC nodes and links required to meet the anticipated transportation and throughput capacities and coordinate to ensure timely movement of cargo and equipment through the port to minimize port congestion.

(g) Identify, assess, and provide for required physical transportation capacities and capabilities (ports, airfields, rail and road networks, littoral and inland waterways, and communications infrastructure).

(6) **Supply and Services.** Supply and services compete for limited strategic lift resources, as the priority is on receiving and moving the force forward into the theater. However, sustainment of the force while transitioning into the theater cannot be forgotten and neither can the resources required to sustain reception. The CCDR should provide arriving personnel, equipment, and materiel with required life support and field services until unit personnel are reunited with their supplies and equipment and become self-sufficient. These services may be RC assets that are mobilized and flow early in the TPFDD. The following are typical categories of support that may be provided to sustain newly arriving forces in-theater:

(a) Field and life support services such as food, water, lodging, and sanitation.

(b) Maintenance and operator support for deploying equipment, vehicles, rotary-wing aircraft, fixed-wing aircraft, and tiltrotor aircraft.

(c) Munitions storage and handling.

(d) Petroleum products storing and handling.

(e) Power and power generation.

(f) Medical support and evacuation.

(g) Mortuary affairs services.

(h) Frustrated cargo storing, handling, and processing.

(i) Postal support.

(7) HNS as a potential force multiplier should be planned and coordinated well in advance of an actual deployment. This can best be accomplished through coordination with the US country team (ambassador and staff), if one exists within country. The effect of a well-planned HNS agreement should be a reduction of the US military logistic footprint in-theater and a concurrent reduction in the need for early deployment of supporting units. Some HNS considerations are to:

(a) Augment reception capabilities early in the deployment cycle with dedicated units and civil-military teams if HNS is not available at APODs and/or SPODs to quickly throughput combat forces.

(b) Analyze the PODs' and in-theater transportation infrastructure's capacity.

(c) Anticipate limited materiel, key services, and HNS in-country.

(8) **Contractor support** for materiel requirements is another force multiplier and, like HNS, should be planned and coordinated in advance of an actual deployment. Normally, HNS is considered first, before a decision is made to contract for required support. When contract support is anticipated, the following considerations apply:

(a) The supported CCDR should ensure early deployment of contracting, financial management, and legal personnel to accomplish the contracting actions. Contracts are not without cost, and deploying forces should not expect to have unlimited access to local facilities and resources.

(b) In most cases, military forces have to share and compete with HN military, civil, and commercial operations for scarce resources and facilities.

(c) CAAF and their equipment may be deployed with US forces on DOD-provided lift, or they may deploy using commercial assets.

(d) JFCs, Services, and CAAF coordinate to ensure they are not competing for the same lift or space during JRSOI operations.

For further information on contractor support requirements, including CAAF, see CJCSM 4301.01, Planning Operational Contract Support.

5. Staging

a. **General.** This section describes the staging process and the activities that may be performed in theater SAs during deployments and redeployments to a new OA or at SAs designated near CONUS or OCONUS PODs during redeployments to home or demobilization station. Regardless of where staging occurs, the activities associated with staging generally include assembling, temporary holding, and organizing of arriving personnel, equipment, and materiel into units and forces, and preparing them for onward movement and employment by the JFC. Equipment and vehicles require operability checks to ensure their combat readiness, and loads need to be sequenced and loaded in preparation for onward movement. During staging, deploying forces have limited mission capability and may not be self-sustainable. The CCDR should provide facilities, sustainment, life support, and protection until deploying units regain their combat or mission capability. Redeployment back to home or demobilization station is largely a Service responsibility as forces and equipment are processed back into their respective Service and are reset. Three essential force-related activities that occur during staging are depicted in Figure VI-6.

b. During deployment or redeployment to a new OA, a major focus of JRSOI specifically during staging is building capabilities required by the JFC. Mission success requires actions to:

(1) Determine combat capability.

(2) Determine logistic capability and sustainability.

(3) Determine how to track and visualize combat power.

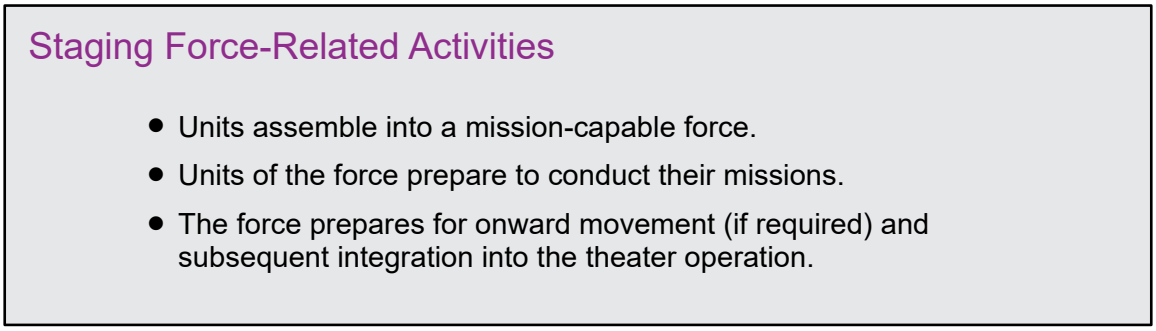

Figure VI-6. Staging Force-Related Activities

(4) Establish an incremental buildup of combat power.

(5) Prioritize and adjust the flow as needed.

(6) Manage and supervise the unit's progress.

(7) Develop a complementary tracking system that applies to combat operations as well as JRSOI.

c. **Deployment force tracking** aids in predicting the unit's arrival time in theater and incremental build of mission capability. The supported CCDR's staff supports the operational commander in force tracking by providing visibility of deploying forces and materiel. Force tracking includes the following steps:

(1) Elements are monitored until they are reassembled.

(2) Unit commander reestablishes control of the unit.

(3) Unit becomes capable of sustaining itself.

(4) Unit can perform assigned missions.

(5) Unit completes onward movement and integration.

d. **SAs.** SAs are specific locations along the LOCs. The CCDR usually designates specific locations for staging to provide space and focus resources to support staging operations. SAs provide the necessary facilities, sustainment, and other support to enable units to become mission-capable. The size of the deployment or redeployment and location of the PODs and marshalling areas may necessitate multiple SAs.

(1) In selecting the location of the SAs, the CCDR plans where forces will be strategically concentrated to enter the OA. The CCDR evaluates the location of TAAs or OAs, geographic constraints, availability of organic and HN assets, transportation infrastructure, distance to the ports, and protection considerations. These factors, along with the physical dimensions of the theater, ultimately determine the location of the theater SAs.

(2) The size of the SA is influenced by numerous variables, including the anticipated flow of forces in theater, space available, and threat. The TPFDD is an important tool for the CCDR to use in understanding the requirements for SAs.

(3) **ISB.** During deployment, the theater operational situation may necessitate the establishment of an ISB outside of the combat zone or JOA prior to inserting the forces. If established, the ISB is an initial theater staging facility. Deploying forces debark from strategic lift, reassemble, and prepare to accomplish assigned missions. The theater may not have the physical infrastructure to support JRSOI and require the use of air and sea

bases outside the region. ISBs serve as a principal staging base to secure a lodgment to project the force for the rapid delivery of combat power to an AOR and can perform selected operational-level tasks. In some instances, an ISB is also used to transition from intertheater lift to intratheater lift to increase the number of points of entry available to the force to mitigate antiaccess measures.

(4) During redeployment to home or demobilization station, staging activities are different. Since forces and equipment are being staged in preparation to being assimilated back into their respective Services, these activities focus on assembling and processing personnel, receiving WRM and other equipment and coordinating their onward movement, performing any necessary operation checks, and reporting status to facilitate ITV.

6. Onward Movement

a. **General.** This section describes systems and processes for accomplishing the onward movement of deploying or redeploying forces. Onward movement is the process of moving forces and sustainment from reception facilities and marshalling or SAs to TAAs or other operating areas. Rail, road, inland or coastal waterway, and/or air can be used to accomplish this movement, as may intra-theater lift. Challenges associated with onward movement during a deployment or redeployment to a new OA may include establishing distribution networks, limited LOC capacity, degraded LOC conditions, the potential for enemy interdiction, and reporting and movement control procedures. Onward movement during redeployment to home station or demobilization station is planned and executed by the owning Service and focuses on moving returning units from the POD. Transportation from the POD may be arranged for by a Service or USTRANSCOM, depending on mode selected to move the returning forces.

b. The deployment and redeployment processes share most of the activities associated with onward movement, particularly during a redeployment into another CCDR's AOR. However, in the case of redeployment to home or demobilization station, efforts are largely focused on conducting movement control operations as units and equipment make their way to their destinations. These destinations could be the home station or, in the case of equipment, a depot maintenance facility for refurbishment or remanufacture. Some challenges to onward movement are establishing the distribution network, enemy interdiction, reporting procedures, and movement control.

c. Efficient onward movement of personnel, equipment, and materiel requires a balanced, integrated system of node operations, movement control, mode operations, and cargo transfer operations. The onward movement process encompasses support to all Service components of a joint operation and often includes HNS. As in all JRSOI activities, onward movement of personnel, equipment, and materiel is prioritized according to the CCDR's needs. Onward movement is complete when force elements are delivered to the designated location at the designated time.

OPERATION JOINT ENDEAVOR

"At the time of execution, the rail deployment plan was based on an invalidated deployment rate (20 trains per day). At the planned rate of movement, the division could deploy the bridge opening package, open the ground lines of communications, accomplish the transfer of authority, and begin enforcement of the ZOS [zone of separation] by D+30. As the deployment began, it rapidly became apparent that the rail LOC [line of communications] would only throughput about half of the planned deployment rate. As a result, ad hoc force tailoring decisions had to be made to compensate for the reduced rail lift capacity."

Source: Initial Impressions Report
Operation JOINT ENDEAVOR, 1995

d. **Enablers of Onward Movement.** Key elements of the onward movement process are speed of movement and information flow. Speed of movement is vital for protection and mission accomplishment. Information flow encompasses locations and capabilities of forces, projected and actual arrival times at en route and final destinations, and component commands' ability to affect the movement. Successful onward movement of deploying/redeploying forces can be viewed in the context of eight onward movement enablers as explained below.

(1) **Movement Control.** Establishing and maintaining effective movement control is essential during the onward movement segment. JP 4-0, *Joint Logistics,* describes a variety of options available to the CCDR to execute and control joint logistics, to include coordinating and synchronizing movement control. To ensure a fully integrated and responsive transportation system, the CCDR should consider assigning responsibility for theater transportation movement control to the JDDOC. The JDDOC requires sufficient communication and automation capability to ensure adequate interface between strategic and theater transportation systems and the CCDR's staff. Service components also have capabilities to coordinate and synchronize movement control. The Army has various movement control organizations, while the Marine Corps has movement control centers (MCCs) planned for all deploying units from the Service component level down to the battalion and squadron level. They are the MDDOC, the MAGTF MCC, and the unit MCCs.

(a) **If a joint movement control organization is established using assets from multiple Services, then the CCDR conducts joint training to ensure personnel understand and can operate movement control equipment and C2 processes.** The CCDR should task-organize the movement control functions commensurate with the mission, size, and geography of the OA.

(b) The ITV systems provide a capability vital to coordinated onward movement. They provide a means to track units, personnel, equipment, and materiel en route from reception areas to SAs and forward to the assembly areas. The physical capabilities and limitations of the distribution network, along with the effects of combat,

can limit the ability to execute onward movement as planned. Thus, connectivity is essential to provide ITV information to enable successful execution of onward movement to include location, characteristics, and capacities of roads, aerial ports, and rail lines, combined with current status of highway regulation, traffic circulation and surface distribution plans, and movement programs.

(2) **Communications/Automation.** Movement control elements should be equipped with sufficient communication and automated systems to ensure adequate interface between strategic and theater transportation systems and the CCMD's staff. They should be skilled in coordinating and directing theater transportation operations in support of unit movements and/or logistic resupply operations.

(3) **Transportation.** Nodes, main supply routes (MSRs), and HN assistance should be coordinated to maximize the speed of movement. Close coordination is essential for minimizing congestion because in most cases the Services, multinational units, and HN populace use the same networks. It is essential that capacities and capabilities of the transportation network are balanced against the movement requirements so nodes and routes are neither saturated nor underutilized. As previously explained, the designated movement control element is responsible for coordinating the use of all theater transportation resources with USTRANSCOM and its TCCs, other CCMDs, and the HN.

(4) **Supply and Services.** During deployment or redeployment to a new OA, en route support nodes along the theater LOCs provide security, life support, refueling, limited vehicle maintenance, and vehicle recovery. The size of the support centers is based upon the available facilities, length of route, and volume of equipment and personnel transiting the sites. Various types of en route facilities that support onward movement include:

(a) Aircraft en route support sites.

(b) Convoy support sites.

(c) Trailer transfer points.

(d) POL transfer points.

(e) Pre-positioned equipment sites.

(f) Pre-stock supply points.

(g) Railheads.

(h) Of the above-listed facilities, convoy support sites are among the most critical and provide the bulk of en route support during onward movement. Services provided by convoy support sites may be tailored based upon such factors as distance

between LOC nodes; number and location of support bases; and MSRs' congestion, condition, and protection. Convoy support sites usually provide support in the following areas:

1. Administration and communications.

2. Refueling.

3. Dining and billeting.

4. Latrines.

5. Laundry and showers.

6. Vehicle recovery and maintenance.

7. Medical.

8. MHE and cargo-handling equipment.

9. Security (force protection).

(5) **Force Protection.** Protection is critical to onward movement because it minimizes enemy opportunities to inflict serious losses and delays. The threat of enemy interdiction to onward movement of forces presents a special challenge to the commander. The CCDR should assume interdiction of the LOCs is an integral part of enemy strategy and should plan operations to preclude them from impacting onward movement.

(a) Commanders face many threats as their forces conduct tactical convoy operations. Threats to operations range from improvised explosive devices (IEDs) to complex ambushes employing other types of IEDs, other types of improvised threats, rocket-propelled grenades, CBRN hazards, and small arms fire.

(b) Tactical convoys are combat operations. Although contact with enemy organized/uniformed ground forces may not be anticipated, security against anti-US forces, enemy sympathizers, and IEDs must be maintained and the convoy must be prepared to take immediate action against an enemy threat. To accomplish this, tactical convoys require additional planning and coordination beyond normal line-haul operations. A main enemy tactic is to target the convoy LOCs, supplies, and other government resources. To defeat this tactic, each tactical convoy must be prepared to take the necessary actions in the face of ambush and defeat enemy forces once contact is gained, thus retaining the initiative and deterring future attacks.

For further information, see Army Techniques Publication (ATP) 4-01.45/Marine Corps Reference Publication (MCRP) 3-40F.7/Air Force Tactics, Techniques, and Procedures

(AFTTP) 3-2.58, Multi-Service Tactics, Techniques, and Procedures for Tactical Convoy Operations.

(c) **Protecting the LOCs.** The JFC is responsible for LOC security. It may be necessary to commit combat capabilities to secure LOCs to ensure the incremental build of combat power is not interrupted. In addition, alternatives such as rerouting or mode substitution may be required (i.e., air and sea LOCs to replace or supplement ground LOCs) if preventive and preemptive measures fall short.

(6) **HNS resources and facilities** are important to the successful employment, deployment, and redeployment of forces. HNs can often provide a variety of services through their national agencies and can support onward movement in a wide range of categories. Some of these categories are shown in Figure VI-7.

(7) **ACSAs** provide US pre-negotiated support for contingency operation potential war scenarios. ACSAs provide the legal authority for the US military and armed forces of other nations to exchange logistic goods and services. Transactions under this program require reimbursement, replacement in kind, or exchange for equal value, which may not always be the case with HNS agreements. Legal advice should be sought before executing transactions with other nations for the exchange of goods or services.

(8) **OCS.** Contractor support for onward movement is another force multiplier that should be planned and coordinated in advance of an actual deployment. There are several benefits in relying on commercial industry to provide equipment and manpower to move unit equipment. The redeploying unit does not have to convoy its equipment from the POD to its TAA/forward operating base, nor does it need to provide a PSA. In addition, the theater requires fewer transportation units, as transportation assets are provided by the commercial carrier. This is a valuable service in cases where US forces are unavailable or may not be allowed entry into a country where US cargo must transit. An example of this is the Afghanistan ground LOC operations.

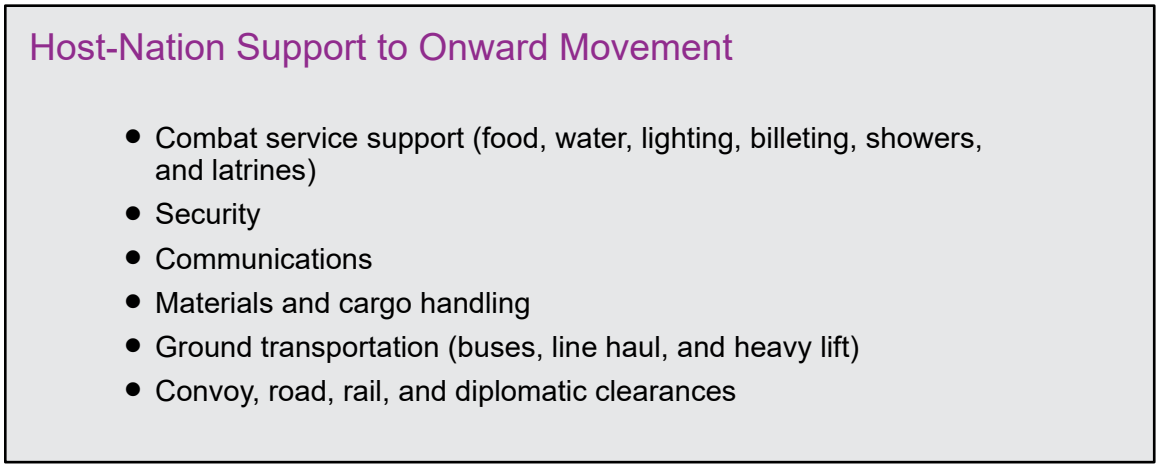

Figure VI-7. Host-Nation Support to Onward Movement

7. Integration

a. **General.** This section describes the integration process and key integration activities to successfully unite deploying forces into the theater command structure or return them to their home or demobilization station. Effective integration is the key element and ultimate objective of JRSOI. It is normally accomplished concurrently with other deployment and JRSOI tasks and occurs as soon as practicable along the JRSOI continuum.

b. During deployment or redeployment to a new OA, integration is the synchronized transfer of mission-ready forces and capabilities into the CCDR's force and, based on the complexity of the operation, may take hours or days to complete. The complexity and time required for integration depends on the size, contingency conditions, coordination and planning, C2 communications, and security available to manage the deploying or redeploying force. Integration is complete when the receiving commander establishes C2 over the arriving unit and the unit is capable of performing its assigned mission. Force tracking culminates in force closure as reported by the commander of the unit. In deployment operations, force closure occurs when the supported commander determines the deploying force has completed movement to the specified OA/destination with sufficient resources and is ready to conduct its assigned mission. In redeployment operations, force closure occurs when the designated commander or Service determines that the redeploying force has returned to home station or other follow-on destination. The designated commander or Service reports force closure during redeployment to home/demobilization station or other follow-on destination based on Service guidelines.

(1) During execution, the deploying force commander reports that the levels of readiness prescribed by the supported CCDR have been achieved and that integration into the higher HQ is imminent. The supported CCDR is concerned with the following:

(a) Location of the forces.

(b) Capability of the forces.

(c) Projected and actual arrival time at destination.

(d) Commander's capability to affect the movement.

(e) Additional transportation needed (modes, quantities).

(2) During deployment or redeployment to a new OA, integration has two major prerequisites: the unit must be mission-capable and must be integrated into the C2 processes of its higher HQ. Deploying forces are organized back into operational units, integrate their C2 systems and CS systems with the supported command, conduct any final requisite training or mission rehearsals, confirm their mission readiness, and finally report force closure.

(3) Tracking the components of building mission capability as a precursor to integration is essential for overall mission success. To track mission capabilities, the components of mission capabilities must be known.

c. Monitoring mission capability, early and continuous coordination, and planning can help reduce integration time. Units can establish predeployment liaisons to exchange information, standard operating procedures (SOPs), and communication networks, as well as plan for and prioritize an in-theater incremental buildup of combat power. Once established, the liaison is maintained to update information (intelligence, situation, mission, deployment timeline) to expedite the in-theater integration.

d. **Integration Functions.** Unlike the functions described in reception, staging, and onward movement, the emphasis during integration is on C2 and communications as personnel, equipment, and materiel enter the theater and prepare for integration. Critical to this is the COP as described in Appendix A, "Information Technology Enabling Tools." Force tracking of mission capability components helps predict when integration can begin and how long it will take to complete. Protection is still critical but may be easier as security forces reestablish their military capability during staging and onward movement. However, to accomplish integration of the force, the logistic support should be transferred from JRSOI supporting organizations to the gaining command.

(1) Upon notification of deployment or redeployment, a liaison between the deploying/redeploying unit and receiving HQ should be established to enhance integration. This liaison is conducted through formal liaison teams attached to the arriving and receiving HQ (the preferred method) or remotely through communication channels. The size and makeup of the liaison teams are based on the mission and operational conditions.

(2) Effective liaison enhances the commander's confidence in planning, coordinating, and executing integration. Subordinate commanders may use an LNO to obtain necessary information such as common coordination measures; tactics, techniques, and procedures; SOPs; rules of engagement; terms; symbology; and exercises.

APPENDIX A
INFORMATION TECHNOLOGY ENABLING TOOLS

1. General

Commanders and staffs at the JTF level and above require the capability to successfully conduct deployment and redeployment operations. Joint planning and execution provide planners with communications and automated data processing systems that possess the capability to generate, store, collaborate, share, and manage large quantities of data.

2. Joint Planning and Execution Systems

The following paragraphs describe the primary joint and Service IT systems and their functionality:

a. **Analysis of Mobility Platform.** Analysis of mobility platform analyzes throughput capabilities for air and sea ports in supported command plans and global en route infrastructure to determine capability requirements supporting global force projection.

(1) **Airport Simulation Tool.** The Airport Simulation Tool provides a graphical depiction of the process and capabilities for cargo and passenger handling, to include flight line activities; aircraft parking; cargo yard; MHE; fuel reception, storage and delivery; and reception and onward movement.

(2) **Seaport Simulation Tool.** The Seaport Simulation Tool provides a graphical depiction of the process and capabilities for cargo and passenger handling at a single seaport, to include dock activities, ship berths and unloading, cargo processing and handling, MHE (including crane usage and types), and onward movement of cargo (railheads and gateways).

b. **The Army Sustainable Readiness Process** captures force requirements and sources joint and USA conventional force requirements. It supports four major objectives for the USA:

(1) Gathers all USA conventional force requirements worldwide in one location and reviews validated requirements over time.

(2) Assesses the force inventory flowing through the force generation processes.

(3) Sources force requirements with the available USA inventory to fulfill missions while complying with deployment policies for units.

(4) Models units' flowing through the force generation process to synchronize the key events required to optimize readiness for return to deployed status.

c. **Agile Transportation for the 21st Century.** This is an umbrella program and not a system per se with a collection of USTRANSCOM tools used to receive requirements, process for potential aggregations, and pass on to TCCs for execution.

d. **Automated Global Force Management Tool (AGT)/Collaborative Issue Resolution Tool (CIRT).** The AGT and CIRT applications automate tasks in the GFMIG cycle. The AGT is a collaborative tool used principally by CCDRs with links to Service databases to automate annual requests for changes to the assignment of forces and apportionment of available forces. CIRT is used to adjudicate issues and change requests initiated in the AGT. Service and CCMD users have the ability to request changes, while the JS provides adjudication and confirmation of changes.

e. **The Base Resource and Capability Estimator** is the planning tool to model military air terminal operations. It simulates airfield on-loading, off-loading, en route, and recovery base operations, including ground activities such as cargo handling, refueling, maintenance, and aircraft parking. The model can be used to estimate airfield throughput capability; estimate air, ground, and other resources required to support a given level of throughput at an airfield; and validate MOG values used in existing air transportation models such as the Joint Flow and Analysis System for Transportation.

f. **Consolidated Air Mobility Planning System** is an airlift scheduling system supporting strategic and theater deployment, sustainment, redeployment, and retrograde movement requirements.

g. **The Cargo Movement Operations System** is a CS system that streamlines contingency and sustainment cargo and passenger movement processes. It supports shipment planning through interfaces with GDSS, GFM, Integrated Booking System (IBS), and commercial carrier systems and load planning through an interface with Integrated Computerized Deployment System (ICODES).

h. **The Coalition Mobility System** is a coalition scheduling and movement system hosted in a USG-approved commercial cloud enabling multinational forces participating in an operation to share force movement plans and execution information.

i. **The Computer-Aided Scheduling System** is a Web-based deployment management and transportation system supporting deployment/redeployment of Active Army, Army Reserve, and Army National Guard units to and from their POE. It is engineered as a strategic/operational repository for unit movement data (level IV), reads/writes unit movement data to JOPES/JPES [Joint Planning Execution Services], and generates and publishes USA's TUCHA [type unit characteristics file] and TEDRP [type unit equipment detail report] for the JPEC.

j. **The Collection Requirements Analysis Tool for the Enterprise** enables users throughout the intelligence community to quickly research and identify collection requirements from an all-source perspective in a user-friendly environment. The Intelligence Planner Tool is included in its suite of Web-based tools querying meta-data populated from national defense collection requirement systems.

k. **DCAPES** provides near real time integrated C2, planning, and execution monitoring information to USAF functional users in operations, logistics, manpower, and personnel, providing a single integrated planning environment. The objective of DCAPES is to provide data and data manipulation capability to USAF planners and commanders to perform rapid plan development; conduct feasibility and capability analysis; and support the mobilization, deployment, employment, sustainment, redeployment, and demobilization of USAF forces. Throughout the entire planning and execution process, DCAPES provides users the capability to create and maintain unit processes and UTCs to support the building of a notional TPFDD for resource movement.

l. **Defense Readiness Reporting System-Strategic (DRRS-S).** DRRS-S captures readiness metrics and supporting data from authoritative data sources in near real time. It highlights deficiencies in training, personnel, equipment, ordnance, and supply. Variations from standards are identified and assessed in terms of performing mission-essential tasks and downgraded resource areas. Readiness data is provided in the form of capability-based mission assessments and establishes a common language of tasks, conditions, and standards to describe capabilities.

m. **Enhanced Logistics Intratheater Support Tool (ELIST).** ELIST is a feasibility planning and modeling system for deployment analysis. ELIST performs detailed intratheater deployment studies to analyze effects of force modernization, new force structures, and changes to DTS and to check transportation feasibility of contingency operations. ELIST enables planners to explore and model the impact of theater infrastructure limitations (through combat loss, weather, or limited HN access) and make adjustments to infrastructure and assets at any point in time in the flow. Through ELIST, planners have the ability to accurately determine the infrastructure and consider the throughput capability available for a specific plan.

n. **Fourth Estate Manpower Tracking System (FMTS).** FMTS manages manpower and personnel information, to include force structure, positions, and associated manning information. It functionally enables a CCMD, JTF, or component command to draft, review, and endorse joint manning documents, which are forwarded to the CCDR to review, modify, recommend, and approve each position.

o. **GATES** provides USTRANSCOM, AMC, and commercial partners an automated management system to process and track cargo and passenger information. GATES provides ITV of arrival and departure data to IGC.

p. **Global Command and Control System (GCCS).** GCCS is a deployable C2 system supporting forces for joint and multinational operations across the range of

military operations with compatible, interoperable, and integrated communications systems. GCCS integrates planning, force deployment and employment, fire support, air operations, intelligence, and force status. It receives logistics information from IGC and provides a single integrated application environment on which JOPES resides.

q. **GDSS** is the AMC's worldwide C2 system for mobility airlift and air refueling assets. It provides aircraft schedules, arrival and/or departure, and aircraft status data to support ITV of all in-progress DOD air mobility missions throughout the world, including all active duty, Air Force Reserve, Air National Guard, and contracted commercial airline aircraft on AMC airlift missions, plus all operational DOD air-refueling missions.

r. **The Global Force Management Tool Set** integrates authoritative data from Joint Capabilities Requirements Manager (JCRM), JOPES, DRRS-S, Global Status of Resources and Training System, FMTS, and Service systems to support GFM analysis. Users can determine which plan(s) a requirement (i.e., FTN) is associated with, the units sourced to fill that requirement, and the readiness ratings of those units. The query and reporting tools within the Global Force Management Tool Set provide the user the ability to develop customizable views depicting force capabilities, structure, hierarchy, home and present locations, readiness, availability, employment, deployment, and historical information.

s. **The Global Theater Security Cooperation Management Information System** is the overall collaborative tool and authoritative data source for DOD security cooperation planning, execution, and assessment. It provides users with the ability to view, manage, assess, and report security cooperation activities and events. Use of this system enhances visibility of the range of security cooperation activities (completed, planned, and ongoing) across DOD components, facilitates tracking of resources spent on security cooperation, to include operation and maintenance, and promotes the exchange of best practices.

t. **IBS** is the USTRANSCOM, SDDC execution system of the DTS for movement of military unit or sustainment cargo by surface overseas.

u. **ICODES** is a decision support system for developing ship stow plans. It assists in developing stow plans by matching vessel characteristics against cargo being offered for shipment. ICODES develops stow plans for up to four specific ships concurrently and checks for access and hazard violations. ICODES can automatically attempt to maintain unit integrity in the stow plans it develops. Once stow plans are completed, ICODES automatically generates ship manifests and templates cargo items onto ship drawings. ICODES can produce customized reports which detail both the process of constructing stow plans and results of the process, and builds a database that provides details on the availability of external ship ramps and the facilities for ports around the world.

v. **IGC** is the system of record for ITV and AV. It integrates automated data processing and information systems, electronic commerce, and electronic data interchange to track the identity, status, and location of DOD unit and non-unit cargo; PAX; patients; forces; and military and commercial air mobility, sealift, and surface assets from origin to destination across the range of military operations. IGC provides a single place of access for USTRANSCOM and DLA logistics and distribution data, integrating work from DLA's Integrated Data Environment and USTRANSCOM's Global Transportation Network. The classified IGC home page is located at *https://www.igc.ustranscom.smil.mil/igc.* The unclassified IGC home page is located at *http://www.igc.ustranscom.mil/igc.*

w**. JCRM** is used to manage CCDR force requirements through the GFM allocation process (from RFF to GFMAP). It enables CCMDs to draft, staff, store, and submit force requirements for contingency plans and operations worldwide. It provides the capability for the JS to validate CCDR requirements, consolidate the entire demand on the force structure, record recommended sourcing solutions and risks, and prepare GFMAP annexes.

(1) **The JCRM Operational Capability Package Module** generates, stores, and shares force requirements in support of plans, as operational capability packages, based on force structure from authoritative databases. These packages can be transitioned to operational force requirements in the Requirements Module and can also be used to populate a JOPES database TPFDD with unit-level requirements if the plan were to be executed.

(2) **JCRM Requirements Module.** This module captures the operational force demand. It enables CCDRs to electronically document emergent and annual operational force requirements and forward them to the JS J-3 for validation.

(3) **The JCRM FP Module** enables the Joint Force Coordinator and JFPs to request and receive sourcing nominations and create sourcing recommendations to generate GFMAP annexes for SecDef approval. It also enables CCDRs to generate DEPORDs based on the GFMAP annexes.

(4) **JCRM Force Deployment Module** enables the JOPES TPFDD to be compared with the data in JCRM for the GFMAP annexes, based on the FTN entered in the ULN, to assist operators with verifying and validating the execution of the JOPES TPFDD requirements as authorized in the SecDef-approved GFMAP.

x. **Joint Flow and Analysis System** is an analysis tool that determines transportation feasibility of the TPFDD (from origin through arrival at the POD) and provides detailed estimates of resources required to transport military forces (including cargo, personnel, and sustainment).

y. **Joint Force Projection.** Joint force projection retrieves and presents essential force projection information to support decisions of the JPEC throughout the force

projection process. Joint force projection provides read/view access to multiple systems enabling the end user to quickly grasp the status of requirements, deployment, TPFDD status, and reception, staging, onward movement, and integration without having to log on to each system individually.

z. **Joint Force Requirements Generator II (JFRG II).** The JFRG II information system enables users to access the joint planning systems database and then develop, refine, and tailor force deployment requirements based on their assigned mission and the CONOPS. This USMC software application is used to conduct force deployment planning and execution at the Service level and interfaces with Sea Service Deployment Module (SSDM) for the identification and sourcing of equipment and supplies.

aa. **JOPES.** JOPES is a global C2 system used to plan and execute force deployment, redeployment, and high-value sustainment. It uses a suite of applications and Web services to develop, exchange, validate, and maintain JOPES databases.

(1) **Joint Operation Planning and Execution System Editing Tool (JET)** provides the capability to create, add, modify, delete, and generate deployment-related information contained in a JOPES TPFDD. It offers the ability to retrieve records using any characteristics that exist in the ULN details. It can then perform TPFDD editing on multiple ULNs based on information retrieved.

(2) **The Rapid Query Tool** is used to review records and prepare reports on data in the JOPES database without having to use JET. This tool provides the ability to save the reports and format as a data file and be retrieved in another application or e-mailing it as a Word document, Excel spreadsheet, or ASCII [American Standard Code for Information Interchange] file.

(3) **TPFDD Management Tool** provides JOPES functional managers the ability to create, manage, and delete TPFDDs within their assigned series. The tool also provides copy file, download, and upload utilities for requirements to be transferred between various TPFDDs or from external systems.

(4) **Web SM** provides the user the capability to add, review, update, and delete carrier information. Carriers may be created and linked to TPFDDs complete with itinerary information, to include planned and reported arrival and departure times at itinerary routing locations. Additionally, TPFDD requirements may be allocated and manifested on carriers and linked with specific carrier on-load and off-load locations.

bb. **Joint Training Information Management System** provides automated support to the four phases of the Joint Training System: requirements, plans, execution, and assessment. It provides for the sourcing of forces to meet the joint exercise requirements.

cc. **Logbook** provides a collaborative workflow of information management capability to the GFM community. It furnishes real-time cataloging and sharing of data

for users to record and reference staffing interactions when developing sourcing requirements.

dd. The **logistics module** is a Web-based logistics planning program that resides on the USAF Portal and receives and maintains the cargo and personnel details for UTCs and taskings. It maintains detailed cargo and personnel records and provides an installation-level C2 capability through the logistics module schedule.

ee. **SSDM.** SSDM is a software module within ICODES that provides the maritime Services a unit move capability. SSDM provides the capability to build and maintain a UDL database containing personnel and equipment information in support of the Marine Corps. The application also supports unit movements required to support contingency and crisis planning as well as support to Service deployment training requirements.

ff. **The Mobility Enterprise Information Service** provides interoperability between AMC capabilities/systems and all external domains (networks). This enterprise messaging capability integrates information exchange architectures with minimal or no binary coding requirements. It maintains both legacy and current business rules, manages versioning of services, and supports multiple transport mediums. This service provides a cloud composition that serves C2 data. It provides the ability to track ITV and provide feasibility analysis.

gg. **The Mobilization and Deployment Information System** is the USA's authoritative source of force mobilization, deployment, and rotation information. It integrates CCMD requirements for USA forces with DA HQ sourcing, assignments, execute orders, mobilization orders, unit readiness information, unit rotation history, and official messaging traffic. By merging CCMD requirements for forces to internal Army mobilization decisions and finally to major Army command resourcing decisions, this system provides the USA with end-to-end AV for USA units.

hh. **ORION.** A decision support platform that aggregates capability, readiness, availability, and employment data from Service and joint authoritative data sources. ORION provides global visualization of forces and munitions and enables COA experimentation to inform decision makers. It supports strategic level decision making and risk assessment through enhanced senior military leadership GFM awareness and aggregation of joint and Service authoritative data (e.g., Service organizational servers, DRRS-S).

ii. **The Port Simulation Model** is a time-stepped, discrete event simulation of SPOE and SPOD during a force deployment. It provides scenario-specific, force clearance profiles and reports on the use of port assets and can determine a port's reception, staging, clearance, and throughput capabilities. The model identifies systems or infrastructure constraints and provides port-specific, time-phased force clearance profiles. The model interfaces with ICODES, calculates the impact of JLOTS, incorporates two- and three-dimensional visualization for training, and interfaces with ELIST to facilitate theater analysis.

jj. **SMS** is a USTRANSCOM C2 system for execution of global distribution requirements. It provides visibility of air, sea, and land transportation assets and provides aggregated reporting of cargo and passenger movements. It provides requirements planners and unit schedulers visibility of planned and scheduled air missions, MSC ship schedules, commercial liner service, seaport reference data, and movement of US security risk category cargo.

(1) **Air Mobility.** The air mobility phase of SMS is a Web-based tool that provides visibility of scheduled air mobility missions and requirements early in the planning process. All command levels of all DOD units, wings, and HQ can use SMS as a tool to display missions.

(2) **Sea Mobility.** The sea mobility phase provides visibility over sealift requirements through SDDC's IBS and GATES and MSC's Integrated Command, Control, and Communications reporting system. SMS also offers a sealift assets database, voyage finder, port locator, and shipping cost calculator.

(3) **Land Mobility.** The land mobility phase provides visibility over hazardous materials. The arms, ammunition, and explosives movement link in SMS provides access to the database that tracks and records positions for movement of high-risk cargo in the United States, inclusive of arms, ammunition, and explosives.

kk. **Slider.** Slider is a desktop software application used by USN, USMC and USCG schedulers and force planners to construct future employment schedules for major units in their force structure and provide force availability.

ll. **TRAC2ES** is an automated decision support tool that functions as a single C2 system that can be used in peacetime and contingencies. It provides visibility of in-theater patients requiring evacuation, available transportation assets, available hospital beds (by medical specialty), and patient ITV. TRAC2ES accommodates three modes of operation: planning, forecasting, and reactive planning at both the intertheater and intratheater levels.

mm. **Transportation Coordinators' - Automated Information for Movements System II** is the USA's deployment and execution system that provides automated support to functions performed by a wide range of users from unit movement officers to ITOs to mode managers responsible for transportation and distribution in support of the full continuum of operations. Its two major modules are unit move and theater operations. Unit move includes automated support to help the unit commander to create, maintain, manage, and update unit equipment, personnel, and deployment information. Theater operations enables movement control elements to manage and coordinate transportation services during JRSOI and sustainment operations.

nn. **Transportation Visualizer** is a transportation requirements and plan analysis tool. It can give users full access to real-time JOPES data and provide a graphic visualization of force and sustainment flows. It enables planners to aggregate

requirements to optimize lift capacity and make applicable modifications to JOPES requirement data. It enables the transportation analyst to identify and address potential movement issues and enhances the validation and scheduling process by sharing and manipulation of the TPFDD to aid in movement issue resolution and analysis.

oo. **WebSked** [Web-Enabled Scheduling System] is a Web-based display and analysis application designed to facilitate USN planning and scheduling.

pp. **Computerized Movement Planning and Status System (COMPASS).** COMPASS is the Army's C2 system for unit movement data information requirements for planning, strategic mobility analysis, mobilization, deployment, redeployment, and ITV of all Army component units. COMPASS functions at the component command level and serves as the communications link between Transportation Coordinator's Automated Information for Movement System II (TC-AIMS II) and JOPES, providing TPFDD to TC-AIMS II for unit-level sourcing. COMPASS updates planning data in JOPES with sourced unit movement data requirements for movement planning and execution purposes. It provides strategic mobility analyses to assist in the validation of unit reported movement requirements data and provides general information support services, to include composite equipment lists, reflecting the movement characteristics and planned shipping configuration.

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APPENDIX B
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The development of JP 3-35 is based upon the following primary references:

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f. DODI 5158.06, *Joint Deployment and Distribution Enterprise (JDDE) Planning and Operations.*

g. DODI 5530.03, *International Agreements.*

h. DTR 4500.9-R, *Defense Transportation Regulations,* Part I, *Passenger Movement*.

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j. DTR 4500.9-R, *Defense Transportation Regulations,* Part III, *Mobility.*

k. DTR 4500.9-R, *Defense Transportation Regulations,* Part V, *Customs.*

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r. JP 1, Volume 2, *The Joint Force.*

s. JP 1-0, *Joint Personnel Support*.

t. JP 2-0, *Joint Intelligence*.

u. JP 3-0, *Joint Campaigns and Operations*.

v. JP 3-05, *Joint Doctrine for Special Operations.*

w. JP 3-08, *Interorganizational Cooperation.*

x. JP 3-10, *Joint Security Operations in Theater*.

y. JP 3-11, *Operations in Chemical, Biological, Radiological, and Nuclear Environments.*

z. JP 3-13.3, *Operations Security*.

aa. JP 3-16, *Multinational Operations*.

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ee. JP 3-61, *Public Affairs*.

ff. JP 4-0, *Joint Logistics*.

gg. JP 4-01, *The Defense Transportation System*.

hh. JP 4-02, *Joint Health Services*.

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jj. JP 4-09, *Distribution Operations.*

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c. Marine Corps Doctrinal Publication 4, *Logistics*.

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b. MCTP 13-10D (MCWP 3-32)/NTTP 3-02.3M, *Maritime Prepositioning Force Operations*.

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9. United States Transportation Command Publication

USTRANSCOM Campaign Plan for Global Distribution 9033 (CP-GD 9033).

APPENDIX C
ADMINISTRATIVE INSTRUCTIONS

1. User Comments

Users in the field are highly encouraged to submit comments on this publication using the Joint Doctrine Feedback Form located at: https://jdeis.js.mil/jdeis/jel/jp_feedback_form.pdf and e-mail it to: js.pentagon.j7.mbx.jedd-support@mail.mil. These comments should address content (accuracy, usefulness, consistency, and organization), writing, and appearance.

2. Authorship

a. The lead agent and the Joint Staff doctrine sponsor for this publication is the Director for Operations (J-3).

b. The following staff, in conjunction with the joint doctrine development community, made a valuable contribution to the revision of this joint publication: lead agent and Joint Staff doctrine sponsor, Mr. Ara Manjikian, Joint Staff J-35, Future Operations Cell; Mr. Gerry Belliveau, Joint Staff J-7, Joint Doctrine Analysis Branch; Mr. Larry Seman, Joint Staff J-7, Joint Doctrine Branch; and LTC Travis Hacker, Joint Staff J-7, Joint Doctrine Branch.

3. Supersession

This publication supersedes JP 3-35, *Deployment and Redeployment Operations,* 10 January 2018.

4. Change Recommendations

a. To provide recommendations for urgent and/or routine changes to this publication, please complete the Joint Doctrine Feedback Form located at: https://jdeis.js.mil/jdeis/jel/jp_feedback_form.pdf and e-mail it to: js.pentagon.j7.mbx.jedd-support@mail.mil.

b. When a Joint Staff directorate submits a proposal to the CJCS that would change source document information reflected in this publication, that directorate will include a proposed change to this publication as an enclosure to its proposal. The Services and other organizations are requested to notify the Joint Staff J-7 when changes to source documents reflected in this publication are initiated.

5. Lessons Learned

The Joint Lessons Learned Program (JLLP) primary objective is to enhance joint force readiness and effectiveness by contributing to improvements in doctrine, organization, training, materiel, leadership and education, personnel, facilities, and policy. The Joint Lessons Learned Information System (JLLIS) is the DOD system of record for lessons

learned and facilitates the collection, tracking, management, sharing, collaborative resolution, and dissemination of lessons learned to improve the development and readiness of the joint force. The JLLP integrates with joint doctrine through the joint doctrine development process by providing lessons and lessons learned derived from operations, events, and exercises. As these inputs are incorporated into joint doctrine, they become institutionalized for future use, a major goal of the JLLP. Lessons and lessons learned are routinely sought and incorporated into draft JPs throughout formal staffing of the development process. The JLLIS Website can be found at https://www.jllis.mil (NIPRNET) or http://www.jllis.smil.mil (SIPRNET).

6. Releasability

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7. Printing and Distribution

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GLOSSARY

PART I—SHORTENED WORD FORMS (ABBREVIATIONS, ACRONYMS, AND INITIALISMS)

ACSA	acquisition and cross-servicing agreement
A/DACG	arrival/departure airfield control group
AFDP	Air Force doctrine publication
AFTTP	Air Force tactics, techniques, and procedures
AGT	Automated Global Force Management Tool
AIS	automated information system
AIT	automatic identification technology
ALD	available-to-load date
AMC	Air Mobility Command
AOR	area of responsibility
APOD	aerial port of debarkation
APOE	aerial port of embarkation
ASCC	Army Service component command
ATP	Army techniques publication
AV	asset visibility
C2	command and control
CAAF	contractors authorized to accompany the force
CBP	Customs and Border Protection (DHS)
CBRN	chemical, biological, radiological, and nuclear
CCDR	combatant commander
CCIR	commander's critical information requirement
CCMD	combatant command
CDRUSSOCOM	Commander, United States Special Operations Command
CDRUSTRANSCOM	Commander, United States Transportation Command
CIRT	Collaborative Issue Resolution Tool
CJCS	Chairman of the Joint Chiefs of Staff
CJCSI	Chairman of the Joint Chiefs of Staff instruction
CJCSM	Chairman of the Joint Chiefs of Staff manual
COA	course of action
COMPASS	Computerized Movement Planning and Status System
CONOPS	concept of operations
CONPLAN	concept plan
CONUS	continental United States
COP	common operational picture
CPG	contingency planning guidance
CRAF	Civil Reserve Air Fleet
CRD	commander's required date
CRG	contingency response group
CS	combat support
CSA	combat support agency
CSS	combat service support

CULT	common-user land transportation
DA	Department of the Army
DCAPES	Deliberate and Crisis Action Planning and Execution Segments
DDOC	Deployment and Distribution Operations Center (USTRANSCOM)
DEPORD	deployment order
DHHS	Department of Health and Human Services
DHS	Department of Homeland Security
DIA	Defense Intelligence Agency
DISA	Defense Information Systems Agency
DJS	Director, Joint Staff
DLA	Defense Logistics Agency
DOD	Department of Defense
DODD	Department of Defense directive
DODI	Department of Defense instruction
DOS	Department of State
DOT	Department of Transportation
DRRS-S	Defense Readiness Reporting System-Strategic
DSCA	defense support of civil authorities
DTR	Defense Transportation Regulation
DTRA	Defense Threat Reduction Agency
DTS	Defense Transportation System
EAD	earliest arrival date
ELIST	enhanced logistics intratheater support tool
ERIMP	En Route Infrastructure Master Plan (USTRANSCOM)
FEMA	Federal Emergency Management Agency (DHS)
FMS	foreign military sales
FMTS	Fourth Estate Manpower Tracking System
FP	force provider
FTN	force tracking number
GATES	Global Air Transportation Execution System
GCCS	Global Command and Control System
GCSS-J	Global Combat Support System-Joint
GDSS	Global Decision Support System
GFM	global force management
GFMAP	Global Force Management Allocation Plan
GFMB	Global Force Management Board
GFMIG	Global Force Management Implementation Guidance
HD	homeland defense
HN	host nation

HNS	host-nation support
HQ	headquarters
IAW	in accordance with
IBS	Integrated Booking System
ICODES	Integrated Computerized Deployment System
IED	improvised explosive device
IGC	Integrated Data Environment/Global Transportation Network Convergence
ISB	intermediate staging base
IT	information technology
ITO	installation transportation officer
ITV	in-transit visibility
JCRM	Joint Capabilities Requirements Manager
JDDE	joint deployment and distribution enterprise
JDDOC	joint deployment and distribution operations center
JET	Joint Operation Planning and Execution System editing tool
JFC	joint force commander
JFP	joint force provider
JFRG II	joint force requirements generator II
JIPOE	joint intelligence preparation of the operational environment
JLOTS	joint logistics over-the-shore
JMC	joint movement center
JOA	joint operations area
JOPES	Joint Operation Planning and Execution System
JP	joint publication
JPEC	joint planning and execution community
JRSOI	joint reception, staging, onward movement, and integration
JS	Joint Staff
JTF	joint task force
JTF-PO	joint task force-port opening
LAD	latest arrival date
LNO	liaison officer
LOC	line of communications
LOI	letter of instruction
MAGTF	Marine air-ground task force (USMC)
MCC	movement control center
MCRP	Marine Corps reference publication
MCTP	Marine Corps tactical publication
MCWP	Marine Corps warfighting publication

MDDOC	Marine air-ground task force deployment and distribution operations center
METT-T	mission, enemy, terrain and weather, troops and support available-time available
MHE	materials handling equipment
MILDEP	Military Department
MOG	maximum (aircraft) on ground
MSC	Military Sealift Command
MSR	main supply route
NALSS	naval advanced logistic support site
NATO	North Atlantic Treaty Organization
NDS	national defense strategy
NEO	noncombatant evacuation operation
NFLS	naval forward logistic site
NGA	National Geospatial-Intelligence Agency
NGB	National Guard Bureau
NMS	national military strategy
NTTP	Navy tactics, techniques, and procedures
NURP	non-unit-related personnel
NWP	Navy warfare publication
OA	operational area
OCONUS	outside the continental United States
OCS	operational contract support
OE	operational environment
OPCON	operational control
OPLAN	operation plan
OPORD	operation order
OPSEC	operations security
OSD	Office of the Secretary of Defense
PAX	passengers
POD	port of debarkation
POE	port of embarkation
POG	port operations group
POL	petroleum, oils, and lubricants
PSA	port support activity
RC	Reserve Component
RFF	request for forces
RFID	radio frequency identification
SA	staging area
SDDC	Military Surface Deployment and Distribution Command
SDOB	Secretary of Defense Orders Book

SecDef	Secretary of Defense
SMS	Single Mobility System
SOF	special operations forces
SOP	standard operating procedure
SPM	single port manager
SPOD	seaport of debarkation
SPOE	seaport of embarkation
SSDM	Sea Service Deployment Module
TAA	tactical assembly area
TACON	tactical control
TC-AIMS II	Transportation Coordinator's Automated Information for Movement System II
TCC	transportation component command
TD	theater distribution
TDCP	theater distribution campaign plan
TDP	theater distribution plan
TPFDD	time-phased force and deployment data
TRAC2ES	United States Transportation Command Regulating and Command and Control Evacuation System
TTAN	transportation tracking account number
UCP	Unified Command Plan
UDL	unit deployment list
ULN	unit line number
USA	United States Army
USAF	United States Air Force
USC	United States Code
USCG	United States Coast Guard
USCYBERCOM	United States Cyber Command
USD(P&R)	Under Secretary of Defense for Personnel and Readiness
USELEMNORAD	United States Element, North American Aerospace Defense Command
USG	United States Government
USMC	United States Marine Corps
USN	United States Navy
USSOCOM	United States Special Operations Command
USSPACECOM	United States Space Command
USSTRATCOM	United States Strategic Command
USTRANSCOM	United States Transportation Command
UTC	unit type code
Web SM	Web Scheduling and Movement
WRM	war reserve materiel

PART II—TERMS AND DEFINITIONS

asset visibility. Provides users with information on the location, movement, status, and identity of units, personnel, equipment, and supplies. Also called **AV.** (Approved for incorporation into the DOD Dictionary.)

cargo increment number. A seven-character alphanumeric field that uniquely describes a non-unit-cargo entry (line) in the Joint Operation Planning and Execution System time-phased force and deployment data. (DOD Dictionary. Source: JP 3-35)

deployment. The movement of forces into and out of an operational area. (DOD Dictionary. Source: JP 3-35)

earliest arrival date. A day, relative to C-day, that is specified as the earliest date when a unit, resupply shipment, or replacement personnel can be accepted at a port of debarkation during a deployment. Also called **EAD.** (DOD Dictionary. Source: JP 3-35)

force closure. The point in time when a supported commander determines that sufficient personnel and equipment resources are in the assigned operational area to carry out assigned tasks. (DOD Dictionary. Source: JP 3-35)

force requirement number. An alphanumeric code used to uniquely identify force entries in a given operation plan time-phased force and deployment data. (DOD Dictionary. Source: JP 3-35)

force tracking. The process of gathering and maintaining information on the location, status, and predicted movement of each element of a unit including the unit's command element, personnel, and unit-related supplies and equipment while in transit to the specified operational area. (DOD Dictionary. Source: JP 3-35)

force tracking number. An eleven-character alphanumeric reference number assigned by a supported combatant command to its requested force capability requirements. Also called **FTN.** (Approved for inclusion in the DOD Dictionary.)

force visibility. The current and accurate status of forces, their current mission, future missions, location, mission priority, and readiness status. (DOD Dictionary. Source: JP 3-35)

global force management. Processes that align directed readiness, force assignment, allocation, apportionment, and assessment methodologies to support strategic guidance. Also called **GFM.** (Approved for incorporation into the DOD Dictionary.)

intermediate staging base. A tailorable, temporary location used for staging forces, sustainment, and/or extraction into and out of an operational area. Also called **ISB.** (DOD Dictionary. Source: JP 3-35)

joint reception, staging, onward movement, and integration. A phase of joint force projection occurring in the operational area during which arriving personnel, equipment, and materiel transition into forces capable of meeting operational requirements. Also called **JRSOI.** (DOD Dictionary. Source: JP 3-35)

latest arrival date. A day, relative to C-Day, that is specified by the supported combatant commander as the latest date when a unit, resupply shipment, or replacement personnel can arrive at the port of debarkation and support the concept of operations. Also called **LAD.** (DOD Dictionary. Source: JP 3-35)

marshalling area. A location in the vicinity of a reception terminal or pre-positioned equipment storage site where arriving unit personnel, equipment, materiel, and accompanying supplies are reassembled, returned to the control of the unit commander, and prepared for onward movement. (DOD Dictionary. Source: JP 3-35)

naval advanced logistic support site. An overseas location used as the primary transshipment point in the theater of operations for logistic support. Also called **NALSS.** (DOD Dictionary. Source: JP 3-35)

naval forward logistic site. An overseas location, with port and airfield facilities nearby, which provides logistic support to naval forces within the theater of operations during major contingency and wartime periods. Also called **NFLS.** (DOD Dictionary. Source: JP 3-35)

port operations group. A task-organized unit, located at the seaport of embarkation and/or debarkation that assists and provides support in the loading and/or unloading and staging of personnel, supplies, and equipment from shipping. Also called **POG.** (DOD Dictionary. Source: JP 3-35)

port support activity. A tailorable support organization composed of mobilization station assets that ensures the equipment of the deploying units is ready to load. Also called **PSA.** (DOD Dictionary. Source: JP 3-35)

reception. 1. All ground arrangements connected with the delivery and disposition of air or sea drops. 2. Arrangements to welcome and provide secure quarters or transportation for defectors, escapees, evaders, or incoming agents. 3. The process of receiving, off-loading, marshalling, accounting for, and transporting of personnel, equipment, and materiel from the strategic and/or intratheater deployment phase to a sea, air, or surface transportation point of debarkation to the marshalling area. (DOD Dictionary. Source: JP 3-35)

recovery and reconstitution. 1. Those actions taken by one nation prior to, during, and following an attack by an enemy nation to minimize the effects of the attack, rehabilitate the national economy, provide for the welfare of the populace, and maximize the combat potential of remaining forces and supporting activities. 2. Those

actions taken by a military force during or after operational employment to restore its combat capability to full operational readiness. (DOD Dictionary. Source: JP 3-35)

redeployment. The transfer or rotation of forces and materiel to support another commander's operational requirements, or to return personnel, equipment, and materiel to the home and/or demobilization stations for reintegration and/or out-processing. (DOD Dictionary. Source: JP 3-35)

staging. Assembling, holding, and organizing arriving personnel, equipment, and sustaining materiel in preparation for onward movement. (DOD Dictionary. Source: JP 3-35)

staging area. 1. Airborne - A general locality between the mounting area and the objective of an airborne expedition, through which the expedition or parts thereof pass after mounting, for refueling, regrouping, and/or exercise, inspection, and redistribution of troops. 2. Other movements - A general locality established for the concentration of troop units and transient personnel between movements over the lines of communications. 3. In amphibious operations, one or more intervening ports for refueling, logistic support, emergency repairs, or final rehearsals. (JP 3-02) Also called **SA.** (Approved for incorporation into the DOD Dictionary.)

tactical assembly area. An area that is generally out of the reach of light artillery and the location where units make final preparations (pre-combat checks and inspections) and rest, prior to moving to the line of departure. (DOD Dictionary. Source: JP 3-35)

unit line number. A seven-character alphanumeric code that describes a unique increment of a unit deployment, i.e., advance party, main body, equipment by sea and air, reception team, or trail party, in the time-phased force and deployment data. Also called **ULN.** (DOD Dictionary. Source: JP 3-35)

unit movement data. A unit equipment and/or supply listing containing corresponding transportability data. Also called **UMD.** (DOD Dictionary. Source: JP 3-35)

unit type code. A Joint Chiefs of Staff-developed and -assigned code, consisting of five characters that uniquely identify a "type unit." Also called **UTC.** (DOD Dictionary. Source: JP 3-35)

validation. 1. A process associated with the collection and production of intelligence that confirms that an intelligence collection or production requirement is sufficiently important to justify the dedication of intelligence resources, does not duplicate an existing requirement, and has not been previously satisfied. (JP 2-0) 2. A part of target development that ensures all vetted targets meet the objectives and criteria outlined in the commander's guidance and ensures compliance with the law of war and rules of engagement. (JP 3-60) 3. In the context of time-phased force and deployment data validation, it is an execution procedure whereby all the information records in the time-phased force and deployment data are confirmed error-free and accurately reflect the

status, attributes, and availability of units and requirements. (JP 3-35) 4. A global force management procedure for assessing combatant command requirements against specified criteria. (JP 3-35) (Approved for incorporation into the DOD Dictionary.)

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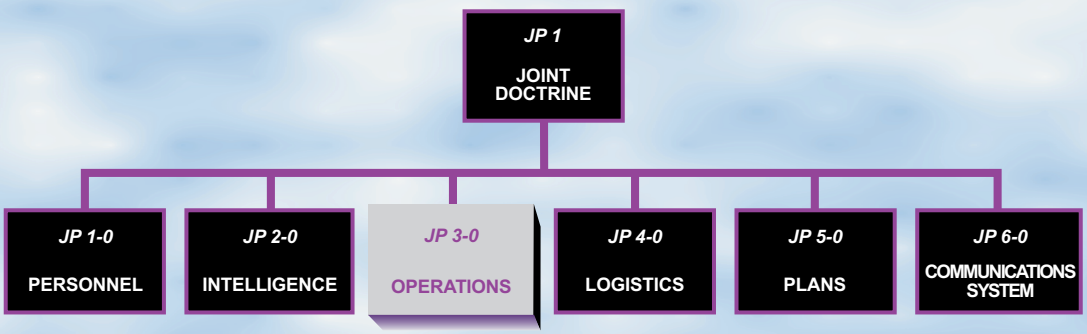
JOINT DOCTRINE PUBLICATIONS HIERARCHY



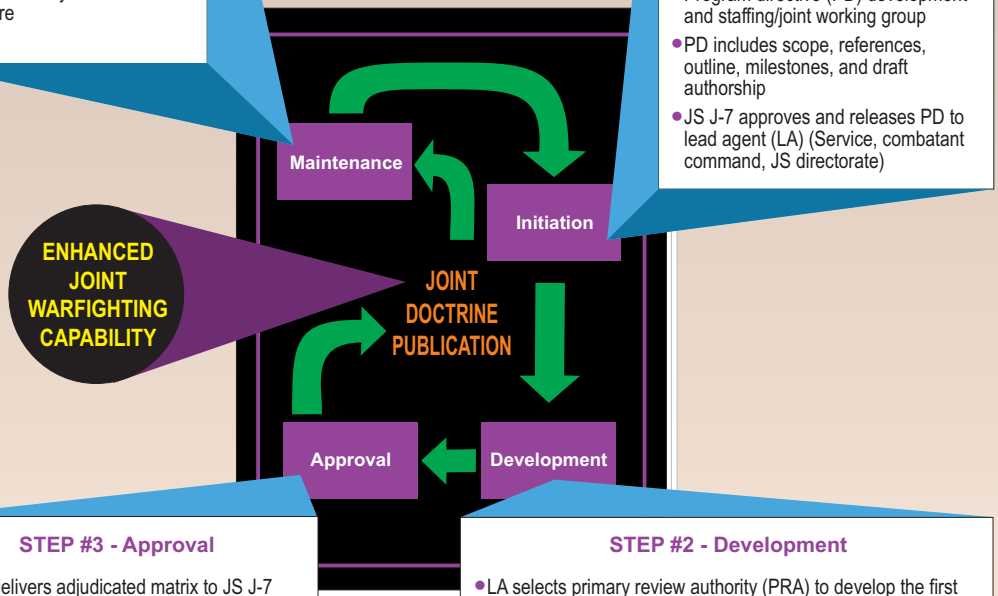
All joint publications are organized into a comprehensive hierarchy as shown in the chart above. **Joint Publication (JP) 3-07** is in the **Operations** series of joint doctrine publications. The diagram below illustrates an overview of the development process:

STEP #4 - Maintenance

- JP published and continuously assessed by users
- Formal assessment begins 24-27 months following publication
- Revision begins 3.5 years after publication
- Each JP revision is completed no later than 5 years after signature

STEP #1 - Initiation

- Joint doctrine development community (JDDC) submission to fill extant operational void
- Joint Staff (JS) J-7 conducts front-end analysis
- Joint Doctrine Planning Conference validation
- Program directive (PD) development and staffing/joint working group
- PD includes scope, references, outline, milestones, and draft authorship
- JS J-7 approves and releases PD to lead agent (LA) (Service, combatant command, JS directorate)



STEP #3 - Approval

- JSDS delivers adjudicated matrix to JS J-7
- JS J-7 prepares publication for signature
- JSDS prepares JS staffing package
- JSDS staffs the publication via JSAP for signature

STEP #2 - Development

- LA selects primary review authority (PRA) to develop the first draft (FD)
- PRA develops FD for staffing with JDDC
- FD comment matrix adjudication
- JS J-7 produces the final coordination (FC) draft, staffs to JDDC and JS via Joint Staff Action Processing (JSAP) system
- Joint Staff doctrine sponsor (JSDS) adjudicates FC comment matrix
- FC joint working group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